

JUN 28 1926

# Sales Management

For The Man in Charge of Sales and Advertising

DEVELOPED  
ect mail  
1923, an  
l. Fifty  
l repre-  
in three  
\$3 each,  
on Man-  
lems for  
9 Wood-

VE—36  
established  
rain and  
to deal-  
n for 6  
Interview  
Box No.  
ood Ave.,

OR DE-  
or textile  
resentation  
ed. Am  
pecialized  
a, 360 N.

PAGE  
959  
983  
980  
922-923  
937  
ay 966  
928  
954  
977  
926  
Cover  
914  
965  
890  
934  
935  
892  
983  
893  
au 883  
886  
917  
968  
970  
ce 939  
964  
o 950  
977  
982  
978  
884  
938  
953  
o 960  
981  
949  
887



## How Quaker Oats Wins Foreign Markets



*The Men on the Cover:*

(Left) William H. Johns, President, The George Batten Company  
William Cordes, President, The Pro-phy-lac-tic Brush Company

A Dartnell  
Publication

JUNE 26, 1926

TWENTY CENTS

# Record Breaking —in Radio Advertising!

[[ The Press is the TRUE Cleveland Market's FIRST Advertising Buy—  
Local Radio Merchants Are More Positive of It Than Ever Before ]]

THE outstanding leadership of The Cleveland Press in local radio advertising in the season just ended is a record never before attained in Cleveland. The Press ran 62,276 more lines of local radio advertising in SIX days than its nearest competitor ran in SEVEN days. In Cleveland, in the TRUE Cleveland Market, in all Ohio, The Press is the FIRST advertising Buy—and here are the figures:

## HONOR ROLL

Here is a list of the larger national radio advertisers who used The Press in Cleveland during the past season. Their judgment was sound, their choice of The Press was merited, their advertising campaigns were successful:

A. C. Electrical Mfg. Co.  
Acme Electric & Mfg. Co.  
Apex Electrical Mfg. Co.  
Amsco Products, Inc.  
Arcater Kent Mfg. Co.  
Brach Mfg. Co.  
C. Brandes, Inc.  
Bremer Tulley Mfg. Co.  
Brunswick-Balke-Collender Co.  
Cambridge Sanitary Mfg. Co.  
Carter Mfg. Co.  
Central Radio Laboratories  
Conneway Electric Laboratories  
Cleartone Radio Tubes  
E. T. Cunningham Co.  
Dayton Fan & Motor Co.  
De Forest Radio Co.  
Dictograph Products Co.  
F A D Andrea Co.  
Fansteel Products Co.  
French Battery Co.  
Freed-Eisemann Radio Corp.  
Chas. Freshman Co., Inc.  
Garod Corp.  
Herbert H. Frost  
Hope Webbing Co.  
King Hiners Co.  
Kenneth Harkness Radio Corp.  
Kodel Radio Corp.  
Glen L. Martin Aeroplane Corp.  
Leslie F. Muter Co.  
MuRad Laboratories, Inc.  
Myers Radio Tube Corp.  
National Carbon Co.  
Radio Corporation of America  
Radio Rabat Co.  
Steinitz Laboratories  
Sterling Mfg. Co.  
Stromberg-Carlson Telephone Mfg. Co.  
Thermodyne Radio Corp.  
Teletone Co. of America  
Victor Talking Machine Co.  
Westinghouse Electric Co.  
Work Rite Mfg. Co.

## LOCAL RADIO LINEAGE

Season Beginning October 1, 1925—Ending April 30, 1926

PRESS (6 Days) .....178,913 Lines  
Plain Dealer (7 Days).....116,637 Lines  
News (7 Days).....112,228 Lines

—and The Press published 67,428 more lines of local radio advertising than the daily Plain Dealer and the daily News COMBINED!

—AND THE TEN LARGEST CLEVELAND RADIO  
MERCHANTS PLACED THEIR ADVERTISING AS FOLLOWS—

PRESS (6 Days) .....142,128 Lines  
Plain Dealer (7 Days).....51,681 Lines  
News (7 Days).....85,055 Lines

Without exception each of the ten largest Cleveland radio merchants ran more advertising in The Press than in any other daily or Sunday newspaper. And they ran 5,392 more lines of radio advertising in the six-day Cleveland Press than in the seven-day News and seven-day Plain Dealer COMBINED!

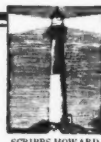
*Lineage figures from Advertising Record Co., Chicago*

The Press has just published a folder which gives a complete summary of the Cleveland Radius circulation for the season just ended. Write for your copy.

# The Cleveland Press

NATIONAL REPRESENTATIVES:  
250 Park Avenue, New York City  
DETROIT : SAN FRANCISCO

FIRST IN CLEVELAND



SCRIPPS-HOWARD

ALLIED NEWSPAPERS, INC.  
410 N. Michigan Blvd., Chicago  
SEATTLE : LOS ANGELES

LARGEST IN OHIO



PUBLICATION OFFICES:

**THE DARTNELL CORPORATION**

4660 RAVENSWOOD AVENUE, CHICAGO  
Telephones, Ravenswood 0365 and 0367

J. C. ASPLEY - - - - - President  
PHILIP S. SALISBURY - - - - Vice-President  
M. D. ASPLEY - - - - - Secretary  
J. T. KEMP - - - - - Treasurer  
T. D. REID - - - - - Production Manager  
JACOB F. WEINTZ - - - - Manager Adv. Sales  
C. E. LOVEJOY - - - - Asst. Adv. Manager  
J. E. WEST - - - - Manager Service Sales  
HENRY GRAFEN - - - - Promotion Manager

STAFF REPRESENTATIVES

L. KISOR	R. S. CALLEN
R. P. GRAHAM	E. J. OBERHOLSER
F. W. GOOD	R. S. FROTHINGHAM
B. H. McCONNELL	T. D. HARRIS
C. W. McCLURE	F. C. DOEREN
E. T. VOIGHT	J. H. PORTER
J. G. BELL	W. M. FOX
X. A. CROSS	MALCOLM McNAIR
F. F. TILDEN	E. A. KRYSZECK
W. J. CARUTHERS	J. E. JOHNSON
R. J. WHITNEY	S. L. WHISLER
L. J. HAGER	R. B. MORRIS

EASTERN OFFICE:

19 W. FORTY-FOURTH STREET, NEW YORK CITY  
Telephone, Vanderbilt 3614

PHILIP S. SALISBURY - - - - - Manager  
M. V. REED - - - - - Asst. Manager  
J. H. FROHLICH - - - - - Division Representative

WESTERN OFFICE:

HOBART BUILDING, SAN FRANCISCO, CALIF.  
EDWIN C. WILLIAMS - - - - - Manager

TORONTO OFFICE:

146 KING WEST  
Telephone, Elgin 1116  
A. T. TURNER - - - - - Manager

EUROPEAN OFFICE:

53 VICTORIA STREET, LONDON, S. W. 1  
Telephone, Victoria 4134  
R. ASHBY HORAN - - - - - Manager

SYDNEY (AUSTRALIA)

CATTS-PATTERSON COMPANY, LTD.

Member Audit Bureau of Circulation  
Associated Business Papers, Inc.

**Subscription Rates:** Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries. Six months' subscription, \$2.00 for thirteen issues. No two-year or clubbing rates.

**Renewals:** Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

**News Stand Copies:** This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the news stands of the principal hotels.

**Closing Dates for Advertising:** Published every other Saturday. In circulation preceding Thursday. Closing date for O. K. of proofs, twenty days before date of issue; final closing ten days before date of issue.

# Sales Management

*Published Every-Other-Saturday for Those  
Marketing Through National Sales Organizations*

VOLUME TEN

Established 1918 by The Dartnell Corporation

NUMBER THIRTEEN

## Contents for June 26, 1926

	PAGE
THESE PLANS TURNED SUMMER ALIBIS INTO ORDERS.....	999
<i>By Edwin H. Shanks</i>	
WHY TURNOVER ON THE SALES FORCE CEASED TO BE A PROBLEM FOR US .....	1001
<i>By Will Whitmore</i>	
HOW ONEIDA TIMES ITS NEWSPAPER CAMPAIGN IN EIGHTY CITIES .....	1003
PREJUDICES WE HAD TO OVERCOME IN DEVELOPING FOREIGN MARKETS .....	1005
<i>An interview with C. C. Coldren, Vice President in Charge of Sales, The Quaker Oats Company</i>	
THE WILLIAMSON PLAN OF INTRODUCING A NEW PRODUCT.....	1007
SOME SUCCESSFUL METHODS FOR MEETING CHAIN STORE COMPETITION.....	1009
<i>The second article of a series by John L. Scott</i>	
POLICIES THAT KEEP OUR JOBBERS PLUGGING FOR US.....	1011
<i>An Interview with H. D. Laidley, General Manager, Federal Lamp Division, National Lamp Works</i>	
FIVE THINGS I HAVE LEARNED ABOUT MAKING LETTERS PULL.....	1015
<i>The fourth of a series of articles by Cameron McPherson</i>	
A NEW KINK IN COMPENSATION PLANS FOR SALESMEN.....	1019
WE DEFIED EVERY TRADITION IN THE WHOLESALE GROCERY BUSINESS .....	1023
OUR EXPERIENCE WITH DEMONSTRATIONS IN RETAIL STORES.....	1027
<i>By H. H. Morse, Sales Manager, The Florence Stove Company</i>	
"WE WILL HOLD THE PRESSES WHILE YOU PREPARE COPY".....	1031
<i>By Cheltenham Bold</i>	
HOW WE PUT OUR ADVERTISING TO THE TEST.....	1033
<i>By R. A. Stranahan, President, The Champion Spark Plug Company</i>	
WINNING PREFERRED SPACE FOR A COMMONPLACE PRODUCT.....	1034
HERE'S A FELLOW WHO WANTS DEALERS TO CUT PRICES.....	1036
HOW GENERAL OUTDOOR USED A STRAW HAT CONTEST IDEA.....	1040
<i>By Charles J. Carmody</i>	
EDITORIAL COMMENT .....	1046

*Edited by John Cameron Aspley*

EUGENE WHITMORE  
MANAGING EDITOR

ROY W. JOHNSON  
EASTERN EDITOR

EDWIN H. SHANKS  
ASSOCIATE EDITOR

ROY F. IRVIN  
ASSOCIATE EDITOR

JOHN L. SCOTT  
NEWS EDITOR

A. R. HAHN  
DESK EDITOR

Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879  
Copyright 1926 by The Dartnell Corporation. Printed by The Dartnell Press.



# "How to Sell Quality"

**D**ESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

## Typical Chapters

### How Quality Helps a Salesman

Shows salesmen the advantages in selling quality merchandise.

### Why Your Customers Buy Quality

Gives illustrations to prove that wise buyers prefer quality to price when properly sold.

### Making the Buyer Want Quality

Tells how good salesmen create desire for quality products.

### Creating a Quality Atmosphere

Illustrates the value of comparisons to force price into the background.

### Getting the Full Price

Explains how the price dwindles when quality is sufficiently understood.

### Disarming the Price Cutter

How to meet price objections with quality arguments and eliminate competition.

### How to Close a Quality Sale

Closing arguments that make prospects forget price and buy your products.

### Keeping the Old Customer Sold on Quality

Making customers see the profit in repeat orders for quality goods; the loss of patronage that comes with price-cutting, etc.

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

*In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.*

## The Dartnell Corporation

4660 Ravenswood Ave. 19 W. 44th St.  
CHICAGO NEW YORK



—Courtesy, The Pullman Co.

M. C. MEIGS, formerly director of advertising of the *Chicago Evening American*, has been appointed publisher of the *Chicago Herald and Examiner*. WILLIAM M. MCNAMEE, formerly assistant director of advertising of the *Evening American*, has succeeded Mr. Meigs in his former capacity.

A. W. YEATES has resigned his position with the Walworth Ohio Company to become manager of the sales department of the Kelly and Jones Company, Inc., South Greensburg, Pennsylvania.

FRANCIS A. EMMONS has been promoted from advertising manager to sales manager of the Foote Brothers Gear and Machine Company, Chicago.

HOWARD V. LINHARD was recently appointed sales manager of the Anchor Pipe and Supply Company, Detroit jobbers of plumbing, heating and mill supplies.

P. W. KLINGER, president of the Klinger-Dills Company, Dayton, Ohio, manufacturer of belting, mill and factory supplies, announces the retirement from the company of R. T. DILLS and the appointment of C. N. SOULE as sales manager to succeed him.

S. E. HACKETT, vice president in charge of sales for the Jones and Laughlin Steel Corporation, Pittsburgh, was recently made a director of the American Iron and Steel Institute.

L. W. ROLFE has been appointed sales manager of the Taylor Electric Truck Company, Troy, N. Y., manufacturer of electric railroad car trucks and springs.

EDWARD L. BENEDICT has been named manager of sales for the National Steel Fabric Company, a subsidiary of the Pittsburgh Steel Company.

The Leonard Refrigerator Company, a division of the Electric Refrigeration Corporation, formerly known as the Grand Rapids Refrigerator Company, announces the appointment of EARL LINES as advertising manager to succeed A. B. MERRITT, who resigned recently.

JOHN CLAYTON, who for seven years was connected with Buckley, Dement and Company, Chicago, became advertising manager of the District of Columbia Paper Manufacturing Company, of Washington, D. C., on June 1.

ALBERT POWER will direct the sales of the W. F. Whitney Company, chair manufacturers, from headquarters in the American Furniture Mart at Chicago, after July 1. For five years Mr. Power was director of sales and advertising for the Mutschler Brothers Company, of Nappanee, Indiana.

NORRIS E. INVEEN, national advertising manager of the Tacoma Daily Ledger, was recently appointed manager of the automotive section of the *Sunday Ledger*, in charge of publicity and advertising. He will continue to direct the national advertising department of the paper.

GEORGE W. VANCLEAVE has been elevated from the position of secretary and sales manager of the Northwestern Terra Cotta Company, Chicago, to vice president in charge of sales and advertising. He has been associated with the company for more than twenty years.

REED L. PARKER, formerly connected with Whiting and Company, investment bankers of Chicago, has been made western manager of the George L. Dyer Company, Inc., of New York and Chicago.

MORTON GIBBONS-NEFF, of the Dill and Collins Company, Philadelphia, has been elected president of the Poor Richard Club of Philadelphia to succeed Howard Story.

M. A. HUMBLE has been appointed assistant to the president of the Royersford Foundry and Machine Company, Inc., of Royersford, Pennsylvania.

M. L. PULCHER, president and general manager of the Federal Motor Truck Company, announces the advancement of FRANK P. SOPER to the position of sales manager of the distributor division of the company. Mr. Soper has been connected with the Federal organization for the past twelve years, serving as assistant sales manager since 1917.



# Sales Management

A Dartnell  Publication

Volume Ten

Chicago, June 26, 1926

Number Thirteen

## These Plans Turned Summer Alibis Into Orders

Ten Sales Managers in Various Lines of Business Tell of Plans That Bring Summer Sales In a Lap Ahead

By Edwin H. Shanks

**D**ARTNELL investigations have uncovered 109 representative companies in various lines of business which were unusually successful last July and August in getting substantial increases in summer business. Sixty-one per cent of these concerns reported that this increase had been accomplished almost entirely through a stimulation of salesmen's efforts. Others did not regard such tactics as sufficient. They developed a variety of methods and plans for making the two greatest vacation months outstanding months in the history of the business.

Consider the plan of the Super Maid Cook-Ware Corporation:

This company made, last July, a historical month by showing the salesmen how to use vacations to advantage. Their plan consisted in having each salesman record, at the earliest possible moment, the exact vacation date of the buyer, how he was going to spend it, and any other details. Then they routed themselves to see these buyers either just before they went away, or immediately upon their return. Vacation information was usually obtained by telephone.

The details obtained were used by the salesman when he called on

the buyer. He discussed the vacation for a few minutes before launching his selling talk. This was found to be a short cut in getting the confidence and interest of the prospective customer, according to Tom Hanlon, general sales manager of the company.

Some concerns go further than this, by offering a prize in such a way as to encourage salesmen to put forth extra efforts during July and August. Paul Jones, sales executive for the True Shape Hosiery Company, Philadelphia, states that the offering of various prizes was one of the features that enabled them to interest each salesman in sticking closely to his territory and seeing those merchants who were busy through vacation business in their vicinities. Mr. Jones says:

### A Prize Contest Plan

"Our experience in making the marked increase in the volume of sales during the summer campaign last year disclosed that the present method of buying on the part of retailers offers constant possibilities for securing business from them, if you can convince the salesmen of the advisability of going out and working for it."

This company knew, as does nearly every leading company,

that there is no use offering prizes to salesmen if you do not first of all encourage them in striving for the prizes. The possibility of winning the prizes by concentrating on those merchants catering to the business in vacation sections arrested the interest of this sales organization in going after the prizes.

There were no exceptionally big sales made. The salesmen sent in nothing but average orders, but enough of them to build volume.

The first prize went to a salesman covering Maine, New Hampshire, and Vermont; second, to a Northern Ohio salesman; and salesmen in such territories as the Carolinas, Georgia, Alabama, Mississippi and other states had unusually large increases in their business.

Concentrating on merchants who cater to vacation trade might have had something to do with these increases; but the company advances the opinion that as the orders were all average sales, their increase in summer business was probably largely due to their plan for keeping salesmen plodding for orders.

H. W. Bonnell, sales manager of the Milwaukee Air Power Pump Company, states that they

extended the prize offer to dealers, as well as salesmen, resulting in a greater volume of business for July than for any month except March. The last of June they offered a cash prize to the dealer who turned in the largest volume of business for the month of July, and also a cash prize to the salesman whose territory produced the greatest volume of business. The efforts of the organization to pile up business during this month carried over into the following month, and the salesmen became thoroughly convinced that water systems were just as salable in the summer time as in the Spring or Fall.

It is remarkable what a little prize offer will do if it is staged correctly.

Perhaps the situation with these salesmen was very much like that reported by W. A. McDermid, sales manager of The Hoover Company, North Canton, Ohio. He says:

"Our salesmen are good, hard-working, intelligent men. That is all they would claim for themselves—except that they don't believe in Santa Claus, and they don't believe that people quit buying in the summer time."

#### **Selling Candy in Summer**

There is, of course, a whole lot to this matter of the salesmen's viewpoint on the summer situation. Some salesmen working under H. L. Simpson, sales manager for the United Drug Company, Boston, Massachusetts, added an extra large volume of business to their record for July, by concentrating on candy, which was ordinarily considered to suffer an "off month" at that time. Take, for example, the case of one salesman, whose success was outstanding. This candy specialty salesman was instructed to stop off in the Mississippi Valley on his return from a western trip. He was to spend a week with each of the four local representatives who covered their territories with all fourteen departments of the United Drug Company line. This salesman—we will call him Smith—was not cordially welcomed by the local men. They could not understand

why the company should pick the hottest month of the year, when the season was considered at low ebb and at a decided standstill on the chocolate coated variety of candy.

Before starting out with the first man, Smith partly convinced all of them that if it would be possible to keep his samples from melting into one liquid mass, buyers could be sold candy in July, as well as later on, for Christmas and future delivery. He demonstrated that fact on nearly every call made. He capitalized on the excessive heat. Before the month was over, he had orders for \$10,000 worth of candy—an exceptionally large amount when one considers that this is an exclusive agency proposition—one in each town. Not only did Smith book Christmas orders from practically every buyer on whom he called, but in addition sold a representative order of their entire package line for delivery about September 1, the fall opening of the agent's candy department.

#### **Open Fiscal Year September 1**

The big feature of the plan of concentrating on this product was that it practically eliminated candy competition for the remainder of the year, so far as the stores upon which the salesmen called were concerned. Business was obtained at a time when competitive candy salesmen apparently considered it a good plan to avoid soliciting this business.

Such work as this was an inspiration to the general salesmen, showing them the possibilities of making July one of the biggest volume-producing months of the entire year in the candy department, when it had formerly been considered a dull and unproductive month.

There are many businesses in which the concentrating of a campaign on one particular item, at such a time as to get in ahead of competition and break away from old traditional selling plans, would develop off-season volume, just as it did for the United Drug Company.

One company on the east coast reports changing the selling season

habit by having the fiscal year and quota plans culminate September 1, instead of July 1, as they had previously. The former plan of having a trip to the factory for a convention early in July was changed so that the convention fell the first of September. This threw the most difficult two months of the year into the last lap of the contest and quota race. In order to win the trip to the factory, the salesmen would work extra hard during July and August to get their year's quota up and over the 100 per cent mark. The result was an increase in sales during the so-called dog days.

#### **A Trip to the Factory**

In our investigations, several concerns reported using successfully the trip-to-the-factory plan. A typewriter company increased its July and August business 55 per cent over a corresponding period of the previous year, making August the biggest month in the history of the company by offering a September trip to the factory to every man who accomplished certain results in the quota race.

The Harrington Motor Company, Minneapolis, Minnesota, who also used the trip-to-the-factory contest idea, sent their salesmen with the announcement of the plan, a long, specially made "railroad ticket," divided into thirteen sections, or thirteen destinations along the route, representing the thirteen weeks of the contest. The plan is described briefly in the announcement letter sent to the sales organization:

And here's the "Transportation":

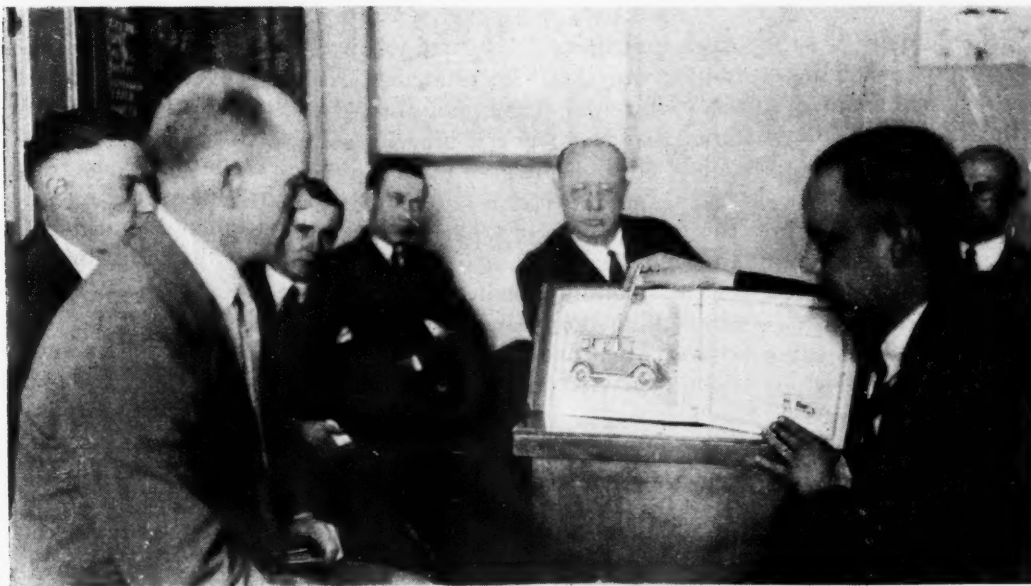
Yes, the little ticket is enclosed. It's good on the Harrington Trip-to-the-Factory contest "train." We want you to get the idea of the whole Contest straight, right now—so listen, please!

The Trip-to-the-Factory Contest is on for 13 weeks (April 15-July 15) and you have to earn only "77 Points a Week" to total the 1,000 points necessary to have your expenses paid-in-full for the entire round trip to Detroit and return via boat to Duluth.

There are 13 cities listed on the "ticket" to represent the progress of the contest for the 13 weeks. Every time you earn 77 points or more, you will be entitled to have your expenses paid on the *real trip* as far as indicated on the enclosed ticket.

Another thing—please do what the ticket says to do on each coupon—every time you

(Continued on page 1050)



Chevrolet men learn to talk fluently to prospects through practice at daily sales meetings.

# Why Turnover on the Sales Force Has Ceased to Be a Problem for Us

What Daily Sales Meetings Have Done for  
a Chicago Chevrolet Dealer's Organization

*By Will Whitmore*

**D**UE to a system of rigid training and a practice of recruiting the sales force from within the organization, E. L. Cummins, vice president and general manager of the Michigan Avenue Chevrolet Company, Chicago, has reduced turnover on the sales force until it is not a serious problem.

Mr. Cummins is a staunch believer in sales meetings; he carries out his belief by having one every morning before his salesmen go to work. And these meetings are not the kind where the salesmen sit around and catch up with their sleep. They don't have a chance. Mr. Cummins makes them work and gives them something to think about during the day.

Recently in one of the morning meetings he was trying to put over to his salesmen a new approach for getting prospects. "You fellows depend too much on us to get your leads," he told them. "Go out and get your own. The way

to find prospects is to let the people you come in contact with know you are selling Chevrolets. If you happen to be buying a necktie, tell the clerk you are selling Chevrolets and ask him, 'When am I going to sell you a Chevrolet?' More than likely he has been thinking about buying a car."

But the salesmen did not seem to be impressed with the idea, so Mr. Cummins declared he would show them the plan would work. "Why, there are prospects for cars in this very block," he told them, "and I can prove it to you."

That same day he found five prospects, and everyone of them was within a radius of a block from his office, right in the center of automobile row where hundreds of automobile salesmen pass every day.

He went into a small electric shop to buy an electric lamp. Introducing himself to the shop owner he told him he was selling Chevrolets. "When am I going to

sell you a Chevrolet?" he asked.

"Well, I have been thinking of buying some kind of car," replied the man. Mr. Cummins told him a few of the fine points about Chevrolets, and gave him reasons why he should buy one.

Later in the day he dropped in another store for something he needed. The proprietor was a woman. Mr. Cummins introduced himself and asked her the same question. The woman said she had just bought a car but was dissatisfied with it, and perhaps she might buy a Chevrolet if the company would take in her car on the new deal.

In the course of the day Mr. Cummins found the three other prospects in exactly the same manner. He sent salesmen out to see the five prospects. The electrical dealer and the woman bought Chevrolets.

When Cummins told his salesmen about getting the five prospects, two of whom bought cars,



right under the nose of every salesman in automobile row, the salesmen were ready to adopt his method, and they are making it work. Now the salesmen do not depend so much on the company for their leads.

For example, soon after this incident one of the salesmen on floor duty was standing in front of the salesroom. An old friend of his he had not seen in two years came up to him. They renewed their acquaintance for a few minutes and then the salesman asked his friend, "When am I going to sell you a Chevrolet, Tom?" The friend admitted he needed a car. The salesman took him inside and showed him the different models. Before the man had gone, he had purchased a Chevrolet.

In discussing the value of sales meetings for training salesmen, Mr. Cummins said the first job he ever had convinced him of their value and made him determine to

train his men if he ever became a sales manager. "My first job was selling bicycles," he related. "All my employer told me was, 'A price tag is on every bicycle, sell 'em.' He did not give me a single selling point. Later I was put on the road selling typewriters for the same firm, and again I received neither training nor instructions on the selling of typewriters. So, of course, I proved to be a rather poor typewriter salesman.

"One night I met a man in my hotel who was hiring salesmen to sell the Encyclopedia Britannica. The next morning I attended his sales class. This was exactly what I had been wanting—instructions on how to sell. This sales manager showed his men exactly how to sell books. He had every step in the canvass mapped out. I was so pleased with the instructions, I took the job. And there I learned the value of a definite sales procedure. I came to know precisely what my next step in a sale would be, and what the next word would be before I said it. I didn't forget that training, so in training automobile salesmen, I teach my men to have the answer for every question before a prospect asks it, and to make their sales demonstrations proceed in one definite manner.

"I hold a sales meeting at eight-thirty each morning of the week. This not only gives the salesmen

training, but makes them get to work on time. In holding a meeting every morning it is hard, of course, to keep up the interest of the salesmen. It is all too easy to let the meetings degenerate into hard luck story meetings where the salesmen do nothing but sit around and offer alibis for not putting over sales.

"I avoid this by making the salesmen take an active part in the meetings and by planning beforehand exactly what is to be done in each meeting. Every meeting is mapped out in advance, and I prepare a set of questions to ask. The salesmen are made to answer these questions in the same manner they would use had a prospect asked them. I make them realize that if they can't meet every question a prospect might ask, they cannot sell cars."

These questions and answers are enough to keep the sales meetings from becoming a sleeping recess, but Mr. Cummins uses this system for further advantage in training his men from every angle. One of the greatest faults with salesmen is their inability to talk properly. They are apt to falter and stumble over their words. This is especially true of new men.

To overcome this fault Mr. Cummins makes his men read aloud in the sales meetings. One man will be asked to read four or five pages from the sales manual. The others will read by turn. When the men first begin reading, they become self conscious, and

*(Continued from page 1042)*



"The way to find prospects is to let the people you come in contact with know you are selling Chevrolets," this sales manager told his men. "If you happen to be buying a necktie, ask the clerk when you are going to sell him a car." How the effectiveness of this method was demonstrated is told in this article.



# How Oneida Times Its Newspaper Campaigns in Eighty Cities

Finds Best Results Follow the Policy of Pushing Hardest for Business When Business Is Easiest to Get

**W**HEN should the sale of goods be pushed the hardest—when they are selling the easiest or when moving them is like pulling hen's teeth? This is a moot question over which many a hot argument has waxed.

Some sales executives contend that when a product is at the height of its natural selling season that it is a waste of effort to put extra effort behind it. They ask, "Why push electric fans, ice-cold drinks and shady retreats when the thermometer is feverishly approaching the hundred mark? At such times won't people buy these things to the limit of their capacity without any special urging on the part of sellers? Why not save the effort for days when business is not coming so easy?"

## Pressure at the Peak Season

And to these questions the other school of executives retorts something like this, "But how many heat-relieving products can you sell when the weather is driving folks to the comfort of their fire-sides? If you are going to sell these things at all, isn't it necessary to sell them when people need them the most?"

Certainly the logic of the argument seems to be on the side of the latter group. It is common experience that sales and advertising efforts yield the best results when exerted during a product's normal selling season. This does not imply that there should be no sales effort during the rest of the year. Most products, even so-called seasonal articles, now sell pretty well through the year, although running up their big volume during the season. Paint, for instance, sells every month in the year, but the paint industry still gets the juiciest portion of its business in the spring. For this reason paint and allied products

are advertised throughout the twelve months, but of course the big selling "push" is put over in the spring.

That sort of procedure has become the standard merchandising plan in many industries. An outstanding example of such a campaign has just been concluded by the Oneida Community, Limited, Oneida, New York. From May 16 to May 29, the company conducted an intensive newspaper drive in eighty key cities in the United States. This drive was timed to be under way during the choicest silverware selling season of the year.

Despite the fact that couples get married during all of the twelve months, June is still the favorite marrying month. And silverware is still the preferred wedding gift. Since people either buy or plan to buy their June wedding presents during the last two weeks in May, the company figured to have its newspaper advertisements appear at the very time folks were getting ready to make a trip to the jewelry store.

## Eighty Newspapers Used

This Community "push" is regarded as something new in silverware selling. In its trade announcement, the company tells its dealers that for years it has worked unceasingly with them "to sell more silverware across your counter. Month after month every leading magazine has carried the Community message into the homes of your city." Dealers are told further that no advertising expense has been spared to interest every silverware prospect in their cities and that no merchandising effort has been neglected that would help them sell every customer who enters their stores. The unquestioned success of the Community organization and the high standing of its products prove the

wisdom of this cooperation-with-the-dealer policy.

But the organization decided that the time had come to take another step in furthering this policy. The concentrated, two-weeks' drive in local newspapers is the outcome of this decision.

In addition to its eighty-newspapers campaign, Community is also advertising in fifteen national publications. In fact, the national publication campaign has been greatly enlarged. It was timed so as to lay the foundation for the intensive newspaper drive, to supplement the local effort and to clean up after the drive was over on the buying-impulses that the drive started but did not quite turn into sales.

## Effective Dealer Tie-ups

A third phase of the campaign consists of a wealth of electros, mailing folders and display material with which the trade is supplied. Community has long been noted for the cooperation of this kind that it gives its dealers.

A display piece in this series worthy of special mention is the company's Add-an-Ad frames. These are artistic frames in harmony with the surroundings to be found in the sort of a store where silverware is sold. Into these frames can be inserted pictures, reproductions of advertisements and other material furnished by the company. Among the current inserts for these frames is a bride series. These consist of pictures of such celebrities as Marilyn Miller, dressed in exquisite bridal costumes which were designed by famous Paris coutouriers.

The campaign was merchandised to the dealer by the company's salesmen and also through trade advertising. Large space was used. Consumer advertisements were copiously illustrated.



In each instance "The DeLuxe Service Set" was featured. The set was invariably described and priced as, "A service for six covers \$34.25. The tray is free."

One reason for this drive is that the company had a piece of news to announce—a new and different product to offer the public. The item is the stainless, steel blade knife, which was usually played up in the copy in this fashion:

"COMMUNITY'S NEW STAINLESS DE LUXE KNIVES, amazingly combine the keenness of steel with the brightness of silver, stainless, unstainable. Their scimitar-sharp steel blades are as brilliant as burnished silver. These De Luxe Knives—exclusive with Community—are standard equipment in the De Luxe Service Set—By themselves, they are \$13.00 for six."

Oneida wisely decided to put over this knife with a bang instead of letting it gradually percolate through the trade as is too often the custom in introducing a new number. It had news to announce to the host of June buyers of silverware and determined that the quickest way to broadcast it was through the agency through which the public is accustomed to receive its news—the newspaper.

#### A News Touch in Advertising

The possession of this steel knife in its line, now enables the Oneida Community to get a man appeal into its merchandising. Full advantage of this fact has been taken in the current effort. In the past the appeal in silverware selling has been almost entirely to the bride. "The neglected groom," as he is denominated in the copy, had little to say about the silver service. No doubt he thought it was a necessary evil—"pretty" and all that—but he often muttered to himself that he wished the bladed silver knives would eat their way into the porterhouse with a little more speed. The male's practical ideas on the subject are recognized throughout the copy. Here are a few flashes in evidence of this statement, selected at random:

"Never, since the secret of tempering gold and silver was lost, have there been made knives with blades like these.

"Knives so scimitar-sharp that beefsteaks fall apart under their attack, roasts and joints quail and submit—gracefully. . . . Knives that combine the loveliness of appearance brides require, with the efficiency

bride-grooms prefer and must often do without.

"A BRAND NEW PROCESS exclusive with Community, has been discovered, whereby knives are made with blades that look as radiant and whitely brilliant as pure silver, and yet cut like razors."

"KNIVES . . . WIVES . . . and the man. . . .

"MOSTLY, he wants his knife to slide through beefsteak as if it were cheese. Mostly, he grumbles, when it doesn't . . . while . . . mostly! . . . she'd like it . . . to look attractive, on the table. . . ."

In one piece of copy, a facsimile

of a letter is shown, which a bride has written to a friend, thanking her for her gift. It winds up with, "Jack is enraptured with the knives. He says they really cut." Without losing any of its "bridey" appearance, an interest for the mere groom has been woven into these advertisements in a manner that is not going to hurt the prestige of Community in the less important end of the thousands of new households that were established in June.

## Leading Chain Stores Show Heavy Sales Increase

Sales of leading chain stores showed substantial increases in May over the corresponding period a year ago, according to a recent report. The Pender Grocery Company, Isaac Silver & Bros. Company, McCrory Stores Corporation and J. C. Penney Company reported gains last month.

The David Pender Grocery Company reports sales for the month of May amounting to \$923,808, against \$714,766 for May, 1925. This is an increase of more than 29.2 per cent. For the first five months of the current year sales have totaled \$4,164,603, which is 29.9 per cent in excess of sales of \$3,205,313 reported in the corresponding period of 1925.

Sales of Isaac Silver & Bros. Company for May, 1926, totaled \$325,772, as compared with \$258,454 for the same month in 1925, or an increase of 26 per cent. For the first five months of 1926 the total amount of sales was \$1,561,695, as compared with \$1,364,703, \$214,693, or 10.04 per cent.

Sales of Peoples Drug Stores, Inc., for the month of May amounted to \$534,885, compared with \$434,801 for the same month of last year, an increase of \$100,084, or 23.02 per cent. Sales for the first five months of the year amounted to \$2,352,595, compared with \$2,137,902 for the corresponding period of 1925, an increase of \$214,693, or 10.04 per cent.

Sales of McCrory's Stores Corp. for May totaled \$2,486,454, against

\$2,115,072 in the like month a year ago, a gain of 17.5 per cent. Total for first five months aggregated \$11,815,061, compared with \$9,888,608, an increase of 19.4 per cent.

Sales of J. C. Penney Company for May amounted to \$9,797,342, against \$7,154,404 in the like month last year, an increase of 36.9 per cent. Aggregate sales in the first five months were \$36,981,358, compared with \$28,631,792 in the corresponding period last year, a gain of 29.1 per cent.

### Johnson Heads New York Magazine Club

Robert L. Johnson, advertising manager of "Time," was elected president of the Magazine Club, of New York, at its annual meeting recently.

Albert J. Gibney, The Frank A. Munsey Company, was elected first vice president, and Elliott D. Odell, "Needlecraft Magazine," second vice-president. Benjamin G. Oman, "The Christian Herald," is the new secretary and C. Stuart Hemingway, "Judge," is treasurer.

The following were chosen as directors: Louis N. Brockway, "The American Mercury"; A. M. Carey, "International Studio"; Gilbert T. Hodges, The Frank A. Munsey Company; Henry L. Jones, Doubleday, Page & Company; Earl L. Townsend, "The Spur"; Emil Weadon, The Butterick Company, and Oliver B. Merrill, "The Youth's Companion."



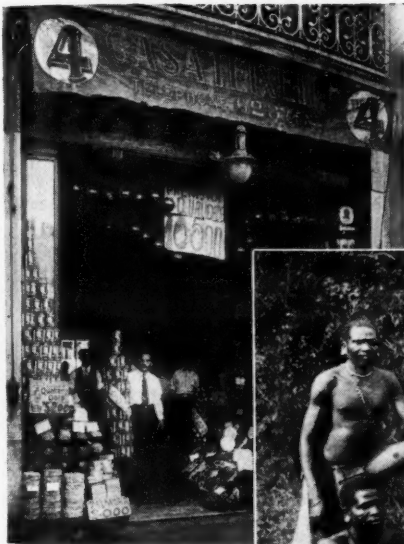
# Prejudices We Had to Overcome In Developing Foreign Markets

Export Sales of Quaker Oats in All Parts of the World Are Dependent Upon Our Success in Changing Native Food Habits

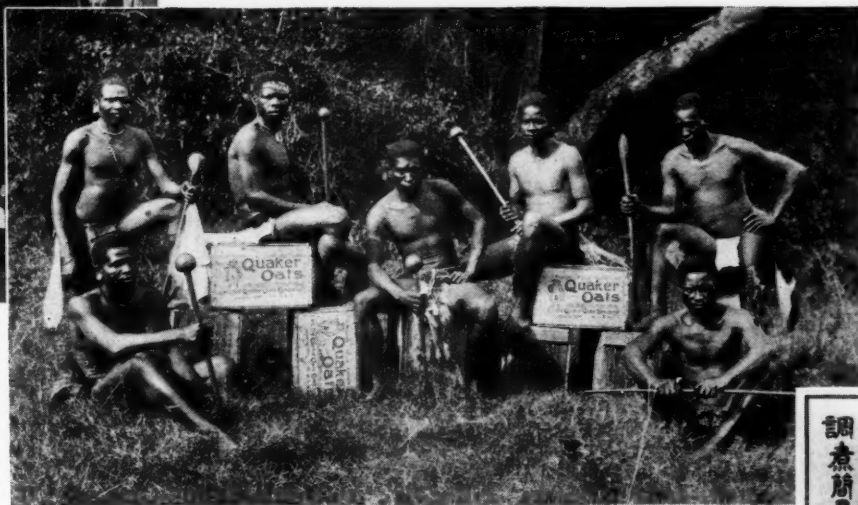
As told to a member of the Dartnell Editorial Staff

By C. C. Coldren

Vice President in Charge of Export Sales, Quaker Oats Company, Chicago



This dealer in Rio de Janeiro is a strong believer in smashing display — note the two pyramids of Quaker Oats containers.



The Quaker Oats transport in Zululand, South Africa.

whatever the royalty does, everybody does; so whenever the people learned that the prince was eating a certain kind of food, or wearing a different cut of clothes, or driving a foreign automobile, the wealthy class began doing the very

instrumental in insuring world peace through his delegates' participation in the world peace conference. The box was just the size of one of our boxes containing three dozen packages.

Our Japanese representative ap-

WHEN the Crown Prince of Japan returned home from an extended visit in Great Britain some time ago, he carried back with him a number of English customs which had never before been introduced in Japan. Besides affecting English habits in clothes, motor cars and other products of western civilization, he also acquired a taste for English food. Consequently, among the things he recommended for the good of the Japanese people was an understanding of new kinds of food and the methods of preparing them.

I happened to be in Japan just at the time when public discussion of the Crown Prince's adoption of English modes of living was at its height. The Japanese believe that the royalty are of divine descent;

same thing, and even the coolies imitated him so far as they were financially able.

The Japanese representative of the Quaker Oats Company and myself between us conceived the idea of getting the prince to say a good word for Quaker oats while he was exploiting his other newly-found notions. We knew that if the prince would recommend our product its acceptance throughout the rest of the country would be assured.

The first thing we did was to procure an elaborately made box of fine wood, with silver corners and a large silver plate on the top on which was engraved a testimonial to the prince from the Quaker Oats Company in commemoration of his return from Europe, where he had been

How the Orientals are told that Quaker Oats tastes "beyond compare."



proached the Crown Prince's chamberlain with his proposal, but the chamberlain explained that it was contrary to tradition for a member of the royalty to accept a gift from a person who was of lower rank than the third class in the Order of the Rising Sun. Our Mr. Kuwahara, not being so exalted, could not make the presentation.

During my trip across the ocean I had become acquainted with Baron Kato, a Japanese admiral; I finally decided to approach him

with the request that he do us the favor of making the presentation in our behalf. He was very cordial, but declined on the grounds that he belonged to the first class in the Order of the Rising Sun, which was too high a rank to permit such a procedure. He offered us, however, the services of one of his men, a Captain Oyeda, who belonged to the third class and who, although he offered the objection that he was an active naval officer on duty, nevertheless agreed to present our gift.

The card and letter placed in the box were handsomely embossed in five colors, and amid great ceremony it was placed in the hands of the Crown Prince's chamberlain, who wrote us a very appreciative letter in the name of the prince. We published this letter in our advertisements all over the island, arousing a great deal of public interest in our product.

#### **Food Habits in the Orient**

This incident is typical of the difficulties confronting an American manufacturer who attempts to sell his product in a foreign market, particularly if his article happens to be a food product. Oriental nations have deep prejudices in the matter of what their peoples eat, and to overcome them requires many years of educational and missionary work. The Japanese people and their ancestors have been eating the same kinds of food, cooked and served in the same ways, for centuries. They do not take kindly to innovations in many instances unless some approach can be found through a member of the royal circle, as in the case of the Crown Prince.

This same Mr. Kuwahara recently conducted a demonstration in Tokyo which proved to be the best advertisement ever given our line in Japan. The Meijo Girls' School was undertaking to hold a bazaar in its domestic science department, exhibiting and selling all manner of food and clothing. Mr. Kuwahara gained the permission of instructors in the school to use one of the assembly rooms for a demonstration of his own, where he arranged to show how Quaker oats should be prepared.

During the three days of the bazaar more than 30,000 people passed through the school. The room used by Mr. Kuwahara was far too small to accommodate even a part of the crowds of visitors, so he coached an assistant to exhibit his wares on the outside of the room while he was lecturing within. Nothing of this nature had ever before been attempted in Tokyo, so far as we know; it was a radical departure from established sales practices, and that it caught the attention and interest of the people was shown by the crowds that swarmed about the demonstrator all the time the bazaar was in progress. Our sales in the city immediately took a sharp turn upward, and we have been gathering the benefits of the demonstration, with its resultant word-of-mouth advertising, ever since.

Too much cannot be said regarding the need for such aggressive merchandising plans as this in order to obtain distribution in foreign countries. American goods will not be sold unless they are supported by American merchandising methods. It is a comparatively simple matter to induce wholesalers and retailers to stock a line, but it is vastly more difficult to create a demand for it among the consumers.

#### **Advertising in Foreign Markets**

When we placed our first advertisement in a Japanese publication five years ago, we determined not to be disappointed if we received no tangible returns for the following five years. For three years our returns were practically negligible. Last year's sales were 60 per cent ahead of those for the previous year, and by the end of this year we expect to have caught up with our advertising expenditures. In view of the prejudices against foreign foods which have had to be overcome, we are very well satisfied with this record.

All of our advertising, and we advertise in newspapers and magazines published in practically every language in the world, is prepared in this country. The reading matter is made up in English and translated into foreign languages.

Native artists prepare the illustrations to conform to the standards of their particular countries, as we try to inject the customs of a nation into the advertising spreads which appear there.

Of course, this is considerable of a task, as will be seen when the fact is considered that we advertise in fifteen different languages in India and Ceylon alone. Translations into many of these languages must be made by missionary connections we have established in London, since it is doubtful whether we could find anyone in America who is familiar with some of them. We do not have to go abroad for our translations into French, Italian, Portuguese, Spanish and other of the more widely used languages, but we do find it necessary in the cases of many more obscure dialects.

#### **Health Appeal is Strong**

The only one of our forty or more products which we export to any great extent is Quaker oats. On each can exported are printed explanations of the product and how it is prepared in four different languages. On the goods shipped to South America, for example, the printed matter is in English, French, Spanish and Portuguese, while Arabic, Greek, French and Hebrew are used on shipments to Palestine and Syria. There are any number of possible combinations of languages on the cans, depending upon the preponderance of nationalities in a specified part of the world.

Our biggest sales appeal in almost every locality outside of the English-speaking countries is based on health and nutrition. In Egypt and the Sudan every physician prescribes Quaker oats just as physicians in this country prescribe medicine. Our local representatives, and our own salesmen from America who visit them once or twice a year, have taught them that what their people need more than anything else is nourishing food.

We are constantly circularizing physicians and hospitals in nearly every part of the world. A short time ago we sent letters, in which

*(Continued on page 1048)*



# The Williamson Plan of Introducing A New Product

Williamson Candy Company Uses Separate Sales Force and Teaser Advertising Campaign in Opening Up Territories on Companion to Oh Henry Candy

IN AN article published in "Sales Management" in September, 1924, George Williamson, president of the Williamson Candy Company, was quoted as saying, "If we were to bring out a new candy item, we would engage a new sales force to market it. We will not, under any circumstances, market any new product through the men who are selling Oh Henry candy."

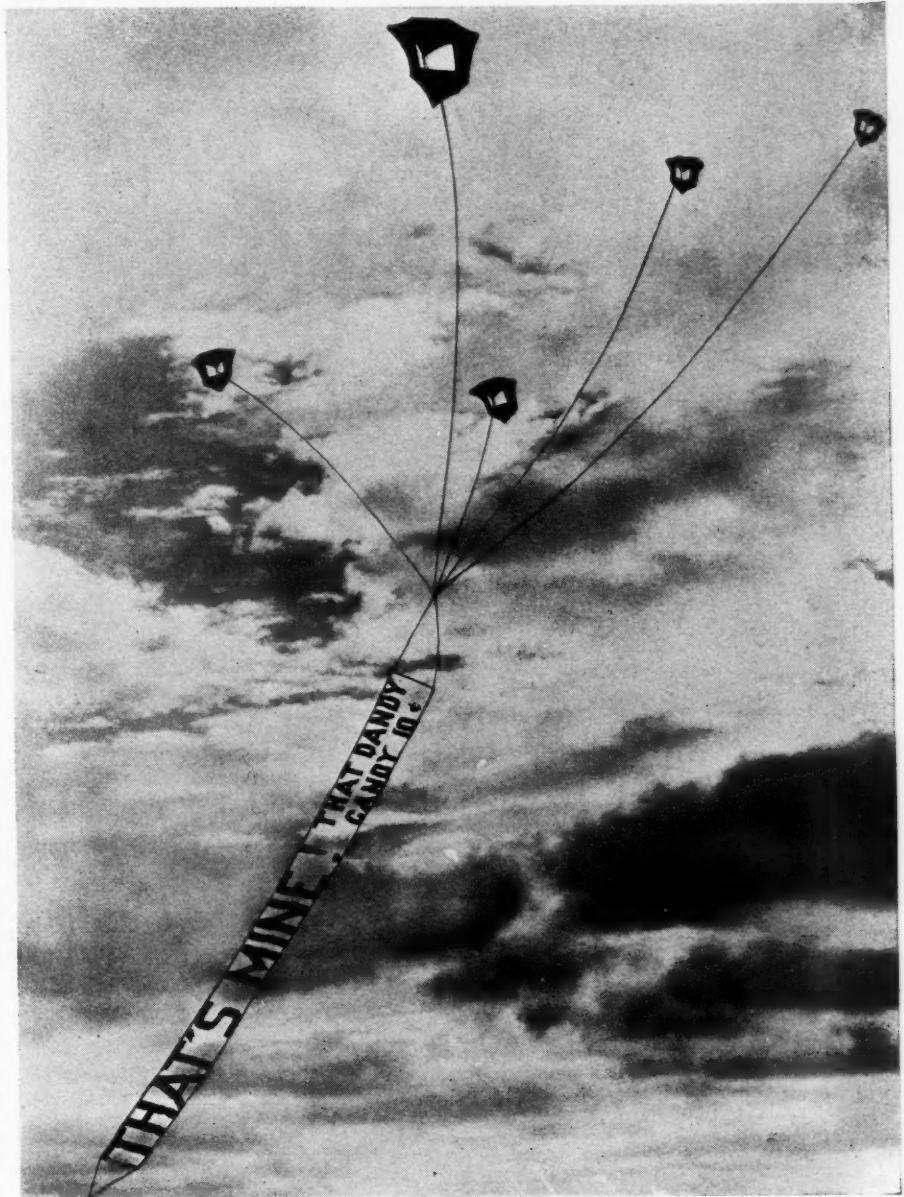
Recently the company brought out a new candy bar. True to his prediction, Mr. Williamson saw to it that an entirely new sales organization was created to handle the sale of the new bar, "That's Mine," as it is called.

## A Teaser Campaign

Although the Williamson methods of opening up new markets and territories was described in the January 10, 1925, issue of "Sales Management," the company has since perfected its methods. So the story of its present campaign will be well worth telling, even though many of the same methods are being used that were used in putting Oh Henry at the top of candy bar sellers.

The first territory opened up for That's Mine, the new Williamson product, was Toledo. A crew of men, working under the direction of a crew manager, first began to work on the teaser part of the campaign. The first step is to attach signs on all available Ford radiators. These signs read, "That's Mine—from Now On." In addition to the radiator signs, a new sign has been developed for attaching to the rear bumpers. These signs read, "That's Mine—Keep Off."

While the members of the crew were fastening these signs on hundreds of Fords, the town was also being covered with one-sheet posters, with the same mysterious



A feature of the teaser campaign on That's Mine was a giant cut-out sign suspended in the sky with a series of kites.

copy. With this work under way people began talking and wondering what it was all about. Then a day or so later there was a huge sign, with letters nine feet high, suspended in mid-air from kites. The sign was sixty feet long and could be read from a great distance. The same teaser copy was used on the signs. Newspapers were also used. The

teaser copy, illustrated with cartoon figures in grotesque poses, was inserted in four different positions in the newspapers. These four forty-line, two column advertisements insured attention from virtually every newspaper reader, whether he glanced through the sporting section, the news section, the woman's page, or the market report section.



Teaser copy ran in the newspapers for four days. While the members of the crew worked on the retail dealers, the crew manager saw to it that all the jobbers were supplied. When adequate retail distribution was obtained, the teaser copy was stopped and the secret let out.

Sixty more feet of lettering were added to the huge kites, so that instead of reading, "That's Mine," they read, "That's Mine, That Dandy Candy, 10c." All the one sheet posters were covered over with new posters carrying the

Chicago was started early in June. All the various crews were concentrated in Chicago at one time and approximately sixty men were assigned to the Chicago campaign. Posters on the elevated railroad stations were added to the list of media in Chicago.

About six weeks after the beginning of a campaign, there is likely to be a slight slumping off in sales, the company has found. The first excitement has died down. The novelty has worn off and unless sales are nursed carefully, some of the advantages obtained during the

the Williamson executives when asked about the campaign.

"After the first crew puts up the skeleton of our sales structure, then the second crew comes in and lays in the bricks and completes the work, making a well rounded, thorough campaign of it."

The second crew checks up distribution, sells the dealers who were too conservative to buy at first, and begins the work of putting up permanent counter signs, store displays, etc. Everything done by the first crew is, by the very nature of the work, temporary. But the second crew begins the work of "nailing down" the brand so that it becomes a permanent part of the candy business of the city.

#### The Follow-Up Crew

While not as exciting or as spectacular as the work of the first crew, the work of the second crew is by no means any the less important. In the first place, it requires a different type of man. The men on the first crew must be able to work rapidly. They must make many calls daily, selling a high percentage of all the dealers on whom they call. The company makes no effort to load up the dealers, the idea being to sell him one box, and put up enough temporary advertising material to connect up the store with the teaser campaign.

In conducting this campaign on That's Mine, the Williamson company organized an entirely separate sales organization for the work. None of the men who sell That's Mine have anything to do with the sale of Oh Henry, the company's other product.

The entire sales and production plan behind Oh Henry depends upon a steady flow of orders, and jobbers for this product have, in many cases, been induced to place standing orders for weekly shipments. The company feels, therefore, that to allow the sales of a well established product to suffer while the salesmen were busy introducing a new item would be fatal to the position of leadership which the old product has earned for itself.

In the sales canvass the That's Mine salesmen refer to the success

(Continued on page 1052)

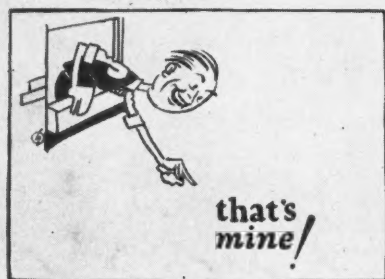
#### First Day's Advertising



No. 1 2 cols. x 40 lines



No. 2 2 cols. x 40 lines



No. 3 2 cols. x 40 lines



No. 4 2 cols. x 40 lines

The opening advertising program provided for small advertisements in four different sections of the newspapers used.

news that That's Mine was a candy bar which sold for ten cents.

Five days after the first teaser copy appeared in the newspapers, insertions of 840 lines started running. All the while members of the crews were calling on every possible outlet for candy—the regular candy stores, grocery stores, roadside stands, park concessionaires—every conceivable outlet being covered.

When 80 per cent distribution was obtained the crew moved on to the next town. After the first tryout, several crews were organized so that campaigns were going simultaneously in several cities. Already Cleveland, Detroit, Milwaukee and several other cities have been covered. Work in

early stages of the campaign are likely to be lost.

To overcome the tendency for a slump in sales at this time, the company has arranged to cover each town with a poster advertising campaign. A liberal showing of twenty-four sheet posters goes up approximately six weeks after the beginning of each campaign. No opportunity for the public interest to lag is permitted.

When the first crew leaves a city, another crew soon appears to carry on the work. "We look upon the work of the first crew as comparable to the work done by the structural steel men on a new building. The first crew lays the foundation and puts up the skeleton of the building, so to speak," said one of

# Two Successful Methods of Meeting Chain Store Competition

The Second of a Series of Surveys Describing the Methods of Successful Retailers in Beating the Chains at Their Own Game

By John L. Scott

**A**N EXPENSIVE car stopped in front of a grocery on the east side of Milwaukee several days ago, and a well-dressed woman stepped out to walk into the store.

"Do you have sweet potatoes in cans?" she asked the man waiting on her, who happened to be the manager.

"Why, no," he replied, "we don't have canned sweet potatoes, but we have some in bulk which are of very high grade."

"I don't believe I care for that kind. The ones in cans cost more but we like them much better. We eat quite a few of them."

"You do?" exclaimed the manager. "Then I'll get some for you and send them over the first thing in the morning. About how many cans would you like to have?"

"Well, since you're getting them, I might as well take six," she said.

True to his promise, the grocer ordered a dozen cans of sweet potatoes immediately and the next morning his delivery wagon left six of them at the woman's house. He had no difficulty in selling the others by recommending them to some of his regular customers, and he expects to sell this item regularly as a result of their satisfaction with it.

A man who handles collections for a number of Milwaukee grocers was telling me about calling on a woman who lived on the west side of the city. She had an overdue account of close to \$50 with a grocer, and claimed that she was

In the May 29 issue of "Sales Management," the first article of this series related how three independent retail grocers of Chicago and its suburbs retaliate against those manufacturers who, they feel, discriminate against them by selling to chain stores at prices with which they are unable to compete. These three merchants offer quality and service to offset any advantage the chains may claim on a basis of price.

The methods employed by two Milwaukee grocers, serving widely different classes of trade, are described in the second of the series. Charlie Paik, whose store is located in a low-price, chain store neighborhood, meets the chains on their own level, sells the same or better merchandise at the same or lower prices, and goes them one better in the matter of service.

Over on the other side of town, among the better class of residents, A. H. Pfeiffer ignores chain store prices and holds his trade by giving a quality of goods and services far beyond anything the chains can offer. Both are successful in their own localities and both illustrate why chain stores need not be considered stumbling blocks to the independent retailers.

unable to make even a small payment on it.

"The furniture people are already threatening to raise the monthly installment from \$25 to \$35 because we're a little bit behind," she complained, "but as soon as we finish paying for our car, I think we can begin paying you."

It developed that this family was several months slow in meeting payments on \$290 worth of furniture, that a small automobile was not yet paid for, and that the husband was earning \$30 a week!

These two cases show the wide difference in the buying habits of the class of people living on the east side of Milwaukee and those on the west side. Along Lake Michigan on the eastern fringe of the city are some of the oldest and wealthiest families, people who

have the money to spend for luxuries without being forced to skimp on necessities. The people "across the bridge" to the west, however, are chiefly of the laboring classes, including a large foreign population. They must shave expenses to the core, going blocks out of their way to save a nickel or a dime. Judy O'Grady lives over here; the colonel's lady on the other side of town.

There are chain grocery stores—two hundred and fifty of them—scattered all over the city. While they naturally are thickest in localities where economy is the ruling virtue, there are still plenty of them in the better residential sections

to cause the independent grocers there to view them with considerable alarm.

For the past twenty years A. H. Pfeiffer has conducted a thriving grocery business on Farwell Avenue, in the heart of a high-class residential and apartment house neighborhood. His store has become no less prosperous since a Piggly Wiggly store moved in across the street from him and the Atlantic & Pacific Company and the National Tea Company obtained representation two blocks below. He sells quality products at prices not only higher than the chains, but even some higher than those of other independent retail grocers, but he continues to do a yearly business averaging around \$75,000. In direct contrast to Aleck Pfeiffer's position is Charlie Paik,



over on the other side of town. From his store on Eleventh Street he is engaged in the sometimes trying occupation of combating the swarm of six chain stores stationed within a radius of three blocks of him. Where Pfeiffer remains calmly aloof from the chains in the matter of price, holding and increasing his customers through a constant improvement in quality of merchandise and service accommodations, Paik competes with them on their own level, buys at prices which enable him to equal those of the chains, does everything that they do, and then adds a little extra in the way of better service.

Each of these men is successful in his way of handling a situation which has the majority of other grocers scratching their heads in perplexity—and sometimes going out of business while doing it. Neither one of their plans would work in the other's neighborhood, but both of them have solutions for the chain store problem—some people say "menace"—which are entirely satisfactory as applied to their individual needs. Serving both extremes of the grocers' trade, their examples may lead other retailers to the conclusion that chain store competition isn't as perplexing as it has been cracked up to be, regardless of the class of customers to whom they cater.

#### Meeting Price Competition

Mr. Paik is frank to confess that the chains "sneaked up on him." He minimized their power to cut in upon his customer list, which he and his father before him had spent over thirty years in building up, on nothing more than a price appeal. He had greatly underestimated their influence until the close of 1925, when he found that his total volume for the year was only \$68,000, not his best record by any means. He decided then that more aggressive measures must be adopted if he expected to hold his ground.

It was at just about this time that the Roundy, Peckham & Dexter Company, one of Milwaukee's largest grocery jobbing houses, decided to open "cash-and-carry" branches in various parts of the city. As F. C. Comstock, vice

president and sales manager of the company, explained to me, this move of the house was designed to enable retail dealers to meet "outside competition." Ten branches have been established, and by eliminating credit and delivery charges, the overhead in these branches has been reduced to a point where retailers can buy merchandise for cash, carry it away in their own delivery trucks, and meet the chain stores on a price basis.

One of these branches was located within a few blocks of Mr. Paik's store, and he determined to take advantage of its services to the fullest possible extent. It was his intention to buy his goods at the lowest prices he could obtain and to sell them at prices just enough higher to take care of his expenses and allow him a fair profit. While a large share of his goods is purchased at the cash-and-carry branch, he does not concentrate his buying, preferring to place his business where he can get the best quality at the best prices.

#### Cash-and-Carry Buying

"The cash-and-carry plan of jobbing groceries is the best thing for the retailers that ever happened," he declares. "It not only prevents us from overstocking, but it keeps us from overbuying as well. It used to be that when a salesman would come around and I happened to be out of a certain article, I would say offhand, 'Oh, send me twenty-five cases.' I paid a higher price than I am now paying and would be heavily stocked, sometimes not selling the whole order for several months.

"Under the new plan I can go to the nearest branch, buy five cases of goods—or even one—pay cash for them and drive them back to the store. Besides saving quite a bit of money on each case, my turnover has increased and I know just how my stock is. I'm glad to take a few minutes several times a week to go after the goods, and by buying for cash in small quantities it is never necessary for me to borrow money to pay for them. The grocer who does borrow money in order to pay cash isn't very much better off than he would

be if he took credit from the jobber."

But close and careful buying was just a beginning to the policies adopted by Mr. Paik to give the chains a run for their money. One of the first things he did was to inaugurate special sales for Friday and Saturday of every week. He offers nine specials a week and advertises them extensively, using circulars, newspaper advertisements and, occasionally, moving picture slides.

#### Features that Pull Business

For example, his specials advertised for Friday and Saturday, May 28 and 29, included fancy white potatoes, new potatoes, Rinso, sugar, oranges, eggs, Johnston's Dandy cookies, W. D. brand olives and Cracker Jack. The prices on all these items were the same as those posted by the chains, or even lower.

The 1,500 circulars headed, "Paik's Specials," which are distributed each week, are printed on good quality cardboard stock, 5½ by 4 inches in size. Boys are paid 75 cents each for placing them in every mail box in the vicinity. This is 25 cents more than other grocers pay the boys who do the work, but Mr. Paik says the money is well spent as he makes certain that half of them won't be thrown away. He doesn't threaten them, he explains, but he tells them that they are getting well paid for distributing the circulars and he expects them to do a good job of it.

In addition to the circulars he places an advertisement in "The Uptown News," a community newspaper, every week to announce his specials, and in the case of an unusually large sale he pays ten dollars for an advertising slide in a nearby motion picture theater.

On June 4 and 5, "Paik's Anniversary Sale," commemorating thirty-four years of successful merchandising, was promoted. During this sale fifteen specials were offered, including R. N. M. white naptha soap, Post Toasties, Instant Postum, Post's Bran, Mother's Best flour, Rumford baking powder, Hires' root beer extract, and other well-known products. The

(Continued on page 1056)



# Policies That Keep Our Jobbers Plugging For Us

How Federal Lamp Men Work With Distributors in Developing Plans for Building Greater Sales Volume

As told to A. R. Hahn

**By H. D. Laidley**

General Manager, Federal Lamp Division, National Lamp Works, Chicago

IT IS 8:30 in the offices of one of our Omaha jobbers, and not only are the officials of that company assembled there, but so also are all of the company's salesmen. The stage is set for a meeting for the sole purpose of discussing Mazda lamps—how to sell them, how to help dealers with window and interior display, how to make use of Mazda advertising. Perhaps, also, a contest is to be announced through which these salesmen will be given a chance to earn some desirable prize or an extra bonus for good work in pushing lamps.

## Enlisting the Jobbers' Salesmen

Our branch manager or one of our salesmen is in charge of the meeting. Now he is exhibiting and explaining a packet of advertising matter which has been prepared for the next year's sales drive. Then he distributes copies of our sales manual to the men and goes over it with them, page by page. The quota plan in which each salesman has a part is described and details for the contest are outlined. The meeting may take all of two hours, but at the end of that time the salesmen go out loaded with dozens of facts which will help them to sell lamps, and they have caught some of the enthusiasm our salesmen feel for the merits of their product.

Such is a sketchy picture of one of the features of our contact with our jobbers. We are getting this jobber off on the right foot for another year's business; we are helping him to organize a plan for showing a definite increase in his volume of lamp business. This meeting has been preceded by conferences with the officers of that

jobbing concern at which a complete yearly sales plan has been drafted—even the details of contest operations, and so forth, have been decided upon. A special arrangement was made for the holding of the meeting at which the plans were presented to the salesmen, so that both the jobber and his men were impressed with the importance of it.

In common with almost every other concern that sells through jobbers, our problem at this point in our distribution chain, is to get some extra attention for our product from the jobber and his salesmen, even though we are competing with, oftentimes, more than a thousand other items in his catalog.

We have worked out, however, some methods for overcoming this obstacle, and for the most part, our jobbers have become a loyal group of Mazda merchandisers. We have no trouble at all in getting next to the jobbers' salesmen themselves—in fact, we have a complete file of all their names and addresses here in the office. Our own salesmen usually know personally most of the salesmen in the jobbing organizations, either through having worked with them in the field, or through having met and talked with them at sales meetings.

## Helping the Jobber Sell

This we have accomplished through a sales plan which is made up of several distinct, but inter-related, features; one of these is a quota plan; another is our yearly On-to-Nela contest in which jobbers' salesmen strive to earn free trips to Nela Park, at Cleveland; an annual convention for the jobbers themselves is another

important factor, and back of everything is our national advertising, which is continuous.

Federal lamp sales to jobbers operate on a quantity discount basis, and at the beginning of the year, each jobber contracts for so many dollars' worth of lamps. After this contract is signed, our salesmen spend all of their time when calling on this jobber, in helping him to build up his lamp business. They are really merchandising counselors rather than salesmen. In all cases they have a close contact with the jobber and have so far gained his confidence that the jobber is usually willing to accept their recommendations and to put into effect plans which they work out together.

## Draft Yearly Plans

To illustrate how a yearly plan is laid out for one of our jobbers, consider for a moment the written proposition I have before me now, which was prepared early this year by one of our salesmen for a jobber who ranks close to the top of our list in volume.

The report consists of six typewritten pages. The first two are a letter to the sales manager of the lamp division of this house, telling him that this is an outline of plans for conducting his Mazda lamp business during the year 1926.

The letter goes on to explain the quota that has been established, and expresses it in terms of increase in average sales per salesman.

Just take a glimpse at some of the paragraphs in this letter:

" . . . Your average sales per salesman for the year 1925 was \$1,087 at your cost price. These

figures are increased to \$1,306 at your cost price for 1926.

"However, there are parts of your territory which are not so productive of lamp business as other parts, and there are territories which have not been worked with the same effort as other territories. Taking these things into consideration, we have agreed with Mr. C—— (the president) on the following quotas, which have been adjusted so that each man through additional sales effort on Mazda lamps, should be able to reach the quota assigned.

"Attached is a sheet showing the quotas for each of your salesmen.

"Attached is also a suggested letter to your salesmen announcing the quota plan, which should be mailed by you immediately after this conference. This letter contains the men's quotas and states definitely the plans your organization has for this year in the lamp business.

#### One Jobber's Program

"You have agreed to conduct a contest on Federal Mazda Lamps to start March 1 and end June 1. . . . This contest was explained to your men at your sales conference March 3.

"Beginning about March 15, the Federal Division, through its Omaha office, will start a system of general letters to your salesmen. These letters will be mailed at intervals of approximately two weeks and will outline briefly methods of securing additional lamp business. . . ."

This salesman, you see, has worked out in detail the plan for helping this jobber to increase his sales. It is axiomatic that any plan of any kind offered to a jobber has to be almost automatic in its mechanical features—the jobber hasn't the time to do special bookkeeping for any manufacturer, and he won't take kindly to the idea of paying, out of his own profits, for the services of a special clerk to handle any complicated contest features.

So here the salesman after talking the whole proposition over with the jobber, has summarized it completely, has written a letter

for the jobber to send to his salesmen, has worked out with the jobber the quotas to be assigned to each of his men, and has included two summary sheets with all the pertinent figures on them.

The summaries show the sales for the previous two years, average sales per salesman during this time, the quotas for 1926, and so on. And the last sheet is a profits talk to the jobber. It shows him exactly where he makes his money and how much he makes on Mazda lamps, and it drives home the point that lamps do pay enough profit for him to devote time and effort to developing lamp sales.

#### We Develop a Quota Plan

As I see it, the particular virtue in a proposition of this kind is that it embodies a compact, complete sales plan which has gone as far as possible in overcoming the jobber's inertia in using special sales effort on certain lines. The jobbers themselves like it because it spells more profits, and because they know that at every point they are going to receive the fullest possible cooperation from the company in a steady stream of new merchandising ideas for dealers and in national advertising both to dealers and consumers.

If jobbers were left to work out their own sales plan, they probably wouldn't "get around to it"; but when our man comes in and says, "Here, let me help you work out a way to make 20 per cent more profits on Mazda lamps this year," they'll put their feet under the table and get down to business. It's easy to talk to salesmen who have ideas for making more money.

Our quota plan is still in its infancy, and while we haven't yet any figures to prove its having been startlingly effective, we do know that it is accomplishing certain definite things for us, and that it is a decided improvement over the way we handled business formerly.

At the beginning of the year a quota was set for each of our jobbers who does any reasonable amount of lamp business, at a figure which represented a definite increase over either 1925 or 1924,

whichever year happened to have been the most productive. The principal thing our quota plan has done is to give us and our jobbers a systematic monthly check-up on sales. And it keeps the jobbers working steadily instead of spasmodically.

Each jobber who has a quota is given a looseleaf binder and is sent monthly reports which show comparative sales for two years, the monthly quota established at the beginning of the year, and the amount the actual business ran over or under the established figure. Net sales January 1 to date are shown, against the quota to date, with a figure which stands for the quota to be made during the balance of the year. There is also a figure to show, on the basis of the quota yet to be made, the amount which must be sold each of the following months during the year. If the jobber files these sheets, they give him at any time an accurate and complete picture of what he has done and what he has yet to do.

#### Stimulation Through Contests

The On-to-Nela drive has been a big feature of the sales plan for all the divisions of the National Lamp Works (there are seventeen besides ours) for the last three years. Briefly, any jobber's salesman who earns 10,000 miles of credit during the period of the contest, is given a free trip to our summer camp and sales school held at Nela Park in Cleveland every year. Credits are allowed for: new contracts obtained, new agents signed up, subscriptions to merchandising aids, and for each dollar's worth of lamp sales obtained under certain specified conditions.

The contest is also arranged so that no matter how many miles' credit a salesman may succeed in winning, he gets some reward commensurate with his effort. We issue a catalog of prizes with a notation on each prize how many miles it takes to win it. These prizes include leather goods, household articles, jewelry, furniture and so forth, and you may be sure that a salesman's wife becomes a valuable booster in our behalf if she

(Continued on page 1051)

# Five Things I Have Learned About Making Letters Pull

Fourth: Use the Letter to Create the Want;  
a Circular to Describe the Product or Service

*By Cameron McPherson*

**B**EFORE you can sell a man anything, you have to make him want it more than he wants the money that it costs. This is a platitude. You have, of course, heard it many times before. But it is the rock on which many a sales ship has foundered—not alone in selling by mail, but in personal selling.

It is a mistake to think that because a buyer needs what we are selling that he wants it. There are very few products for which a want exists—except perhaps a better motor car than the one we are now driving and other luxuries. In most cases you have to change a man's ideas about a product or a service before he will buy. You have to kill the idea that he has which keeps him from wanting what you are selling, and build up

in its place a different set of ideas which will make him desire it.

Take the selling of advertising, for example. If you receive letters from publishers and advertising salesmen endeavoring to sell you space, you know that nine out of ten of these letters deal entirely with the space. They go into length about the number of people who read the publication; the buying power of these people; how much better these people are than the people who read other publications; what the milline advertising rate is compared with other publications reaching the same field; and perhaps a resume of the results which others have

obtained from advertising in this publication.

But you read these letters with indifference. You are not particularly interested in how many thousand more lines of advertising the "Weekly Bazoo" carried than the "Weekly Siren." You don't care which of the two papers has the high circulation or which has the lower milline rate. In fact, you are not in the least interested in the advantages of one paper over the other, because you have not been made





to feel the need of additional advertising effort.

You do some advertising, of course; probably you feel you do as much advertising as your kind of a business requires. Or you may even feel that your business is different, and that there is no need whatever for you to advertise at all. So long as you hold these ideas, the chances are very slim of any publisher's selling you advertising space, even though he offers you twice the circulation at half the cost of his competitor.

But if that same publisher were to write you a letter and show you how, by appropriating an additional \$5,000 for a sales promotion work, you can increase your profits from \$30,000 to \$50,000 and add another \$100,000 to your good-will—in other words, if he wrote you a letter that made you want to do more advertising, then it would be but a short step for him to

convince you that he had the best medium for you.

I once knew a salesman who sold bearing metal. It was a very high quality of bearing metal. It was far ahead of any other bearing metal. But he couldn't sell much of it. He used to call on one machinery manufacturer after another and tell them all about the tests which proved his bearing metal was far ahead of any other bearing metal, and they would listen and kiss him out of the office with sweet pleasantries. Everyone admitted—he had to—that this chap's metal was the best that could be bought, but nobody bought. Why? Because they were satisfied with the bearing metal they were using and didn't feel the need of paying more for a different metal even if it were better.

When it finally dawned on this salesman what his trouble was, he took a different tack. He

went back to these manufacturers and told them that he had a plan which would add five years to the life of their machinery. He got from them the working drawings of their machines. He showed that the bearings were the weak spot in the machine, the part that wore out first and made the most trouble. He played on the good-will value that went with a longer lived machine; showed the advantage it gave the manufacturer over his competitors; how it would lessen complaints and make better boosters, etc. All these things were of great interest to the manufacturer. They were things he wanted—and wanted badly. It was no trick at all for the salesman to get him to spend a few dollars more for better bearing metal in order to get these advantages, and thus by first creating the want, he made the sale easy.

*(Continued on page 1049)*

## The Men on the Cover

**H**E CLEANED the windows, swept the floors and polished up the handle of the big front door—he polished up the handles so carefully that now he is the ruler—not of the queen's nav-ee, but of the Florence Manufacturing Company.

The quotation from "Pinafore" is probably misquoted, but it describes the early adventures of Mr. William Cordes, whose picture appears on this week's cover. He began as an office boy in the Chicago office of the Florence Manufacturing Company. A year after reaching his majority he was given a territory in the Middle West.

Eight years as a salesman fitted him for the general sales managership, which position he accepted in 1903. By 1911 he was treasurer and general manager, and in 1924 when the Florence Manufacturing Company was succeeded by the Pro-phy-lac-tic Brush Company, Mr. Cordes was made president.

Across from Mr. Cordes is William H. Johns, well known as a dean of the advertising profession. As president of the George Batten Company, Mr. Johns works closely with Mr. Cordes on sales and advertising problems connected with the marketing of Pro-phy-lac-tic Brushes. Mr. Johns has spent thirty-four years with the Batten Company. During the war he was chairman of the division of advertising of the Committee of Public Information. He was one of the founders of the American Association of Advertising Agencies and has served as president of that body.

Mr. Johns is an active yachting fan, a member of the New York Yacht Club, and secretary of the Bayside Yacht Club.

# A New Kink in Compensation Plans For Salesmen

Leyman-Buick Company of Cincinnati Develops New Plan for Paying Salesmen That Reduces Turnover and Keeps Each Man on His Toes

"WE HAVEN'T a used car on our floor this morning," said Warner Sayers, sales manager of the Leyman-Buick Company, Buick distributors for Cincinnati and surrounding territory, in explaining the benefits which his company has derived from a new compensation plan inaugurated last January.

This compensation plan is a new idea which has proved successful for this company, although we may as well frankly state at the beginning of this article that the plan could scarcely be expected to work equally well in every organization. In fact, it would probably fail completely in many concerns.

## Commissions Are Pooled

The Leyman-Buick organization consists of twenty salesmen, operating in four zones. One salesman in each zone is appointed as zone manager, and is practically the sales manager for each zone.

The company has set a quota of twenty cars per zone per month, or a car a week per salesman. The average commissions from the sale of twenty cars amounts to approximately \$2,000.

Instead of paying each salesman a commission on the cars he has sold, the Leyman-Buick Company makes a "pot" of the commissions from the sales in each zone and divides the "pot" as follows: 25 per cent of the total to the zone manager, and 18¾ per cent to each of the four salesmen. No matter if one salesman goes all month without making a sale, he is paid his share of the commissions earned by all the men in the zone. If one salesman has an extra good month and earns half of the entire commission, he is paid only his 18¾ per cent.

"Where do the men get their incentive to work?" is one of the first questions which arise when this plan is explained.

THIS is the first of a series of articles on latest developments in plans for compensating salesmen. The next article will appear in an early issue.

The men are required to do a daily stint of calls—cold canvass calls, before they can call on even one live prospect. Between eight-thirty and eleven o'clock in the morning every salesman must make ten calls on as many new prospects—prospects which have not been called on previously. After eleven o'clock in the morning they may follow up live prospects, make demonstrations or bring prospects into the sales room for closing. But nothing is allowed to interfere with these early morning calls. These are the calls which bring in the prospects, and we consider them one of the most important phases of the day's work.

## The Compensation

The company has listed on cards all of the 7,000 Buick owners in the city, as well as the owners of all competitive cars. In addition to this list we have cards containing the names of all the people who made income tax returns which showed an income of \$5,000 a year and upwards. These cards are sorted by zones. It is these prospects which the salesmen visit on their early morning stint of cold-canvass calls. Each man is also expected to turn in new names which are listed on cards and sorted by zones for future calls.

Of course some salesmen have

tried to fake these calls, and have turned in reports on prospects which they did not visit. But such men are quickly caught. They do not last long; because each salesman has a very direct interest in the combined earnings of the men in his zone and no zone-group will tolerate a drone. That is one of the reasons why the plan has been successful.

Since the plan has been inaugurated there has been a turnover of about one salesman a month. These men have literally "fired" themselves because they would not, or could not, work in harmony with the other members of their zone organizations. The men are paid every two weeks.

The company pays the salesmen three different rates of commission. When the Leyman-Buick Company takes a used car as part payment on a new car, the commission is 5 per cent. When a clean sale, involving no used car trade-in, is made, the commission is 6 per cent. When there is a used car involved, and the salesman disposes of it without the aid of the company, the commission is 7 per cent. The company calls this a converted deal.

## The Used Car Problem

Because so many of the salesmen sell their used cars without bringing them in to the company's salesroom, the used car problem has virtually been eliminated. Some of the other dealers in Cincinnati, knowing of the company's success in handling the used car problem, have spread the report that Leyman-Buick does not take in used cars, but this report is, of course, untrue.

One of the greatest benefits from the plan is the way in which the salesmen have learned to cooperate with each other. It is nothing uncommon to find two salesmen going out to close a difficult prospect that one salesman has been unable



to close. The men turn prospects over to each other and help each other sell used cars.

Just recently one of our men had a buyer who wanted more for his used car than we could allow. For a time it seemed as though the sale were lost. Talking about his problems with another salesman, the first man said that he would have to pass up the deal because he didn't know where he could sell the prospect's old car at the price he demanded. The second salesman happened to know of a buyer for a used car who wanted exactly the type of car which the prospect wanted to turn in. Together the salesmen called on the used-car prospect and closed the deal. This happens constantly, and we know of many deals which have been closed through this close cooperation between the men.

The salesmen alternate with each other on floor duty—that is, each man spends a certain number of days each month on the house sales floor. All sales which are made from the house are credited to the zone where the car is delivered. Thus, if the house makes a sale to a prospect who lives in zone three, that zone gets credit for the commission.

#### Hold Sales Meetings

In addition to the Leyman-Buick territory of four zones which comprise metropolitan Cincinnati, there are twelve associate dealers who operate their own salesmen and whose sales are confined to certain territories. To keep the dealers and the salesmen on their toes, the company occasionally throws open all territories and for a short time permits the dealers and the salesmen to sell anywhere. This plan often shows certain salesmen or dealers that they are neglecting their own territories and passing up many good prospects.

Early every morning there is a sales meeting where the salesmen are given instruction and help with their problems. The meetings are short and immediately after each meeting, the men must leave for their territories and start their round of calls.

The salesmen are more strict with each other than the average

sales manager could hope to be. When a man goes a week without making a sale, he must prove to the other men in the zone that he has been making his calls regularly and show that he has prospects of closing sales the following week. The men automatically check each other's work and see that all reports are made carefully and accurately. Salesmen, if they were so inclined, might fool a sales manager, but they can't fool each other, and because each man has a vital interest in each other man's work, there can be no shirking. Each man does his share.

"Our salesmen are not typical automobile salesmen," explained Mr. Sayers. "We have found that

the old-time automobile salesman isn't the type of man who gets the best results for us, under this plan. When we hire new salesmen we do not look for experienced automobile salesmen—what we want is men who have been trained to ring door bells. Brush salesmen, grocery salesmen, and other men who are accustomed to hard work and many calls are the men we are bringing into our organization. And they are making good, because they are willing to learn and willing to work. The old time automobile salesman is too anxious to sit and wait for prospects to come in and buy—we want men who are willing to go out and sell."

## Fraud Charges Filed Against Another Florida Promoter

A CRIMINAL investigation by federal authorities of the Florida Cities Finance Company and its president, M. C. Tebbetts, on charges of using the mails in a scheme to defraud, has been instituted by the Post Office Department. The experiences of those who purchased stock in this company and those who were led to purchase real estate at Fulford-by-the-Sea by the extravagant promises made in its advertising, lends fresh point to the financial slogan of the Better Business Bureau movement: "Before You Invest—Investigate."

Fulford-by-the-Sea, which the company promoted, while neither irreclaimable swamp land nor tide water flats, actually is a mile and a half from the sea, but the project is not obviously impossible. It might even be imagined to fulfill the promises of its promoters with adequate financing, skillful management and sane advertising.

Seven typical claims made for the project in Tebbetts' advertising, indicate how far short the development fell from what was claimed for it. It was promised that a \$25,000,000 endowed university would be established at Fulford; that a \$3,000,000 eighteen-

story apartment hotel would be erected; that a ten-story office building would be put up; that a modern hotel club house, costing approximately \$225,000, would be erected; that a canal running through the property was being widened to 90 feet; that a magnificent "tropical lake" would be excavated; and that millions have been spent in improvements. It was discovered that each of these claims was either entirely imaginary or grossly exaggerated.

Many persons who applied to Better Business Bureaus and the Florida State Chamber of Commerce for information before investing in this development were advised in time of its highly speculative nature. Some publishers protected their readers from losses by the same means. Other investors bought land they had never seen, or stock in this bubble enterprise, expecting the gilded promises in the advertising to come true and their investments to rise in value. If Tebbetts' project was run in violation of the fraud statutes he may receive the penalty the law provides, but neither the courts nor the Post Office can restore investors' money if the worth of the project itself will not.

# We Defied Every Tradition in the Wholesale Grocery Business

With No Capital Two Young Men Build Six Million Dollar Business  
In Six Years by Helping Grocers Meet Chain Store Competition

"OUR business is still in the experimental stage," claimed the president of a middle west company, when the writer visited his wholesale grocery house recently. "We would rather not talk about our business, because it is too young—we are trying too many ideas. Wait until we have perfected our system, and then you may tell our story."

But the story is too interesting to keep. While it may be true that it is still in the experimental stage, this company is upsetting so many precedents in the wholesale grocery field, the story should be told.

In 1925 this young concern—it is not yet five years old—did a gross volume of approximately \$6,000,000. The parent store has three branches in the same state, and the president and all the branch managers spend the major portion of their time selling. There are eight salesmen in all, and less than seventy employees in the four houses.

## Competing with the Chains

"When we started we had no idea of going into the wholesale grocery business," explained the president. "We had a carload of poultry feed which was sold to us by a big Chicago concern. We sold it quickly for cash, took the discount and ordered another carload. Soon we were adding various lines, and before very long we realized that we would have to go into the wholesale grocery business."

"From the start we realized we would have to use different selling tactics from those usually employed in the wholesale grocery field. Our capital was limited, and our profits depended on the speed with which we could turn our stocks and our capital.

"Chain stores were invading our state. Jobbers all over the territory were loaded with high priced

merchandise, and manufacturers were looking for outlets for heavy stocks. Distributing channels were clogged because the jobbers were trying to unload high priced merchandise, and were buying nothing. We stepped in and took advantage of the situation.

"Going to the merchants we presented this proposition: We would sell on a close margin and give them discounts so they could buy merchandise at prices which would enable them to compete with chain stores, provided they would pay us every Monday morning.

"The independent merchants saw our proposition as a means of competing with chain stores which were cutting prices right and left. We offered them a buying power equal to the chain stores.

## How We Cut Overhead

"From the first we saw the necessity of holding down overhead. We established certain policies which we have adhered to. For example, we do not sell broken case lots of anything. We concentrate on comparatively few lines. If we are pushing XYZ canned food products we will not take on another line of similarly priced canned goods, except where we are forced to carry a small stock to take care of an active demand. We avoid duplication of stocks, and concentrate all our selling energies on certain brands. We never take on non-advertised, unknown brands, no matter how tempting the profit may seem.

"By pushing advertised brands, handling them on a very small margin, and collecting weekly, we have been enabled to handle a large volume of business on a small capital.

"Go into the average grocery house handling a volume of business comparable to ours, and you will find a coffee buyer, a canned goods buyer, a sugar buyer, a flour

buyer and many other buyers, who sit around all day and entertain salesmen. We have no such overhead. Specializing as we do on known brands, packed by nationally known manufacturers, our buying problem is relatively simple. We have saved this overhead as the first step in cutting costs.

"The next step in cost-cutting was the elimination of unnecessary service. Now take today as a fair example of the way we operate. It is after closing time, and there is almost a day's business on our shipping floor waiting to go out. We could easily put on a large force of men so that today's business could have been shipped today. But we have not talked about 'service.' We have explained frankly to our customers why we cannot give all this expensive 'service,' and sell at the prices we quote. So our customers do not expect us to accept an order for one case of corn or tomatoes this morning and ship it out in a few hours after the order is received. Now all our force will be busy tomorrow morning working on the remainder of today's business. If everything were shipped out today we would have many workers with nothing to do tomorrow morning. We have effected a big saving by eliminating this condition.

## Eliminating Expensive Service

"Before I started in this business I was assistant manager of one of the large wholesale grocery concerns in the corn belt. Our salesmen were all in the habit of coming in to headquarters Saturday morning, and many of them left off work Friday afternoon. The result was that the entire organization had little to do on Saturday and Monday. In other words, we had two unprofitable days. The business had to make enough profit on Tuesday, Wednesday,



Thursday and Friday to make up for the losses on Saturday and Monday, when a large part of the organization was idle.

"One of the first things we did was to eliminate this Saturday holiday of our salesmen. Now all our salesmen work on Saturdays, and we have built up Saturday sales to the point where Saturday and Monday are two of our busiest and most profitable days.

"There are no high priced office employees in our organization. Everything is kept as simple as possible, and everyone has his own work and does it with a minimum of supervision. We have no swivel chair jobs in our business.

### How We Train Salesmen

"In building our organization, we have hired men who knew nothing about the wholesale grocery business, because the average 'old-line' grocery salesman simply could not reconcile himself to our way of doing business. For instance, he could never build up enough courage to collect from every customer every Monday. If he found a customer who wanted to postpone payment, he would genially agree to it. But we will not permit a customer to buy a dollar's worth of merchandise if he is behind in payment. When he misses the first Monday pay-day, he ceases to be our customer, no matter how good a 'risk' he may be.

"The 'old-line' grocery salesman could not get the idea of refusing to sell broken cases, any more than he could believe it possible to work on Saturdays. So we have hired men who have had much to learn about our business, but nothing to 'unlearn.' We have tried to put our finger on all the weaknesses of the established wholesale grocery house and correct them. Of course, we have made mistakes, and have altered our policies from time to time, but we are gradually developing a system which will, I think, be permanent and successful.

"The extension of chain stores has been a big help to us. If a town has no chain stores the merchants are not nearly so interested in our story as they are when several chain stores are operating as

their competitors. Let a chain store open up in a town or a neighborhood and the merchants begin to buy from us."

When the writer visited this house recently, the president was "out." I learned that he was out selling groceries. He spends comparatively little time at his desk. Most of his business with manufacturers is transacted by telephone and telegraph. At the home office there isn't a typewriter. The only office "machinery" consists of two adding machines. On the day I was there, the president reached his office at five-thirty. Five salesmen were waiting to see him. The telephone rang constantly. It was a revelation to watch him work. I never saw a man dispose of so much work so rapidly. He works with speed, but not hurriedly. He checked a huge pile of invoices to which checks in payment had been attached. He went over the daily sales, checked up shipments and took up various matters with the salesmen.

### His Own Best Salesman

During the day the house had sold three carloads of corn sugar. This news was passed on to every customer who called the president over the telephone. To hear him talk to a customer over the telephone reveals some of the reasons for the success of this unusual young man. The average grocery salesman is lost without his price book. This man apparently knows his price book from "kiver to kiver." The phone would ring, and he would start rattling off prices and explaining various "deals." In one conversation I heard, he sold 300 bags of sugar, quoted prices on raisins, beans, flour, prunes and pineapples, and explained the details of two drop shipment deals—one on soap and another on tobacco—without once referring to a price book. Every time the telephone rang he had something to "sell" in addition to what the customer ordered.

"The big problem in our business today is man power," asserted this man in discussing plans for the development of his business. "As I see it, the entire distribution machinery in the grocery field is in a

state of flux. We believe there is a place for two distinct types of wholesalers. The private brand wholesaler will probably always have a place in the distribution scheme, but there will be some changes in the method of operation. Then there will grow up all over the country groups of wholesalers who operate as we do, on a very close margin, by handling a big volume of merchandise on a quick turn basis, specializing in advertised products.

"The grocers of our type should be looked upon as the best friends of the big 'old-line' wholesalers, for it is through our lowered costs and lower prices that the independent merchants are enabled to remain in business and compete with the chain stores.

### Two Per Cent Expense

"Operating as we do, on a total expense of less than 2 per cent, we enable the independent merchants to buy on the same basis as the big chains. Through our plan the grocer is prevented from buying large quantities of slow moving merchandise. He must keep his capital turning, just as we do, for the whole basis of our plan is rapid turnover and sane buying on a cash basis. Our prices are considerably lower than the average wholesale grocer, although some of the older wholesalers are cutting below our figures on certain lines in an effort to fight us. We are giving a 5 per cent discount on tobacco; some of the other wholesalers are giving 10 per cent. On some lines we give 10 per cent also, but we never cut a price for the sake of making a leader, for we price our lines according to operating costs, rather than according to competition."

Although he insists that his methods are as yet in the experimental stage, it seems as if the experimental stage has really been passed—a volume of \$6,000,000 a year doesn't sound as if it were exactly an experiment. For, after all, the company has stuck to well established principles—quick turn of capital, small overhead, no "top-heavy" executive personnel, pushing established brands with little duplication of stocks, close collections, cash discounts and elimination of costly service features.

# Our Experience With Demonstrations in Retail Stores

By H. H. Morse

Sales Manager, Florence Stove Company, Boston, Massachusetts



as her prospects. Imagine the consequences of sending a woman from "Joisey" to hold a demonstration in a town such as Athens, Georgia.

We hold each district manager responsible for the demonstrations

**This demonstration was so successful in making sales and showing the possibilities of the line that a nearby dealer applied for our sales franchise in this city.**

**A**LTHOUGH not a major activity in our sales department, we have found that conducting demonstrations in stores is one of the best ways to build sales, to educate dealers as to sales possibilities of our line, and to teach clerks the selling features of our stoves.

While direct sales made during demonstrations total up to a sizeable volume each year, we do not evaluate demonstration work strictly from the standpoint of actual sales. However, we do judge the success of each demonstration partially by the number of sales made. Many of the demonstrations are very successful from this standpoint alone.

Our demonstrators hold from 700 to 1,000 store demonstrations each year. Because our product is seasonal, these demonstrations do not continue throughout the year, but begin early in the spring in the far south and gradually work north as the season advances.

We have found it is not necessary to employ demonstrators for the entire year, because we are always able to obtain good ones for



the season. Many of them are married women; others have other seasonal work which keeps them busy during the winter months when we do not need them. All the demonstrators are hired in the territory where they work—that is, we would not send a woman from Georgia to work in Illinois. There are many reasons for this. The woman who makes the greatest success as a demonstrator should be familiar with the habits of the women in the territory where she is working. She must be able to cook the kinds of food which are most popular in that district. And she must talk with the same accent

in his district. That is, it is up to him to select the best stores in which to hold demonstrations, and to make the "bookings" consecutively, so there will be no lost or idle time, and so there will be a minimum of railroad expense.

At the beginning of the season each district manager consults each salesman in whose territory demonstrators are to work. Together they lay out a tentative route for the demonstrators and decide which dealers will be most likely to extend the greatest cooperation.

Then the salesman, in his next trip over the territory, arranges for



the demonstrations, and sets a definite date with each dealer. We require the dealer to pay for an adequate advertising campaign in the local newspapers to announce the demonstration and assure a good attendance. We furnish the advertising copy, in mat or electrotype form.

Of course, every dealer would like to have the demonstrator in his store on Friday and Saturday, but this is obviously impossible. It is up to the salesman to route the demonstrators to the best advantage, to see that the dealer is adequately stocked, and that his store will be ready when the demonstrator arrives.

#### **Small Crowds Preferred**

Some dealers who have large show windows want the demonstration held in the window. Our experience has shown that window demonstrations are seldom successful, because people stand out on the sidewalk and look instead of coming in and giving the demonstrator an opportunity to explain the working of our stoves and to serve some food which has just been cooked on the stove.

Other dealers do not want to go to the trouble of moving furniture or counters to provide a good space. Some of them want the demonstration held in the back of the store, upstairs, or in some other out of the way place. But we insist on a good location in the store before we agree to send a demonstrator.

Demonstrations start early in the morning. We try to hire demonstrators who will make it a point to meet everyone in the store and first sell them on the stove itself, and on the sales possibilities of the line. This is one of the most important phases of the work.

We do not strive to bring huge crowds to the store during the demonstration. The better plan is to try to have a constant coming and going of people. Two or three visitors at a time is ideal, because then the demonstrator can single out the best prospects and concentrate on them and make sales as well as demonstrations.

Some dealers seem to feel that there ought to be a great throng

of people. But when this happens results are seldom as good as when there is fewer people.

Names and addresses of all visitors are written on cards provided for the purpose. We try to get each dealer to follow up all these prospects who do not buy during the demonstrations. The names are also sent to our advertising department for follow-up.

In the past we have held three-day and week demonstrations. This year we are cutting down the length of time, and are holding more two and three-day demonstrations and fewer long ones. When a dealer knows that he is to have a demonstrator for an entire week, he is likely to make no preparations until the demonstrator actually arrives. Then when she comes to the store he must move a lot of stock, and make all necessary preparations. This often causes the loss of an entire day.

#### **The Cost of Demonstrations**

With the shorter demonstrations he is more likely to make all these preparations beforehand and have everything ready to begin on schedule. There is a tendency, in some cases when the demonstration lasts too long, for the clerks and the dealer to lose interest. By cutting the time we have increased the efficiency of the demonstrations as well as making it possible to reach more prospects and dealers.

The cost of conducting demonstrations varies—but we do not find them as expensive as might be imagined, considering the results. Our demonstrators are paid approximately \$6 a day and expenses. In addition to this there is a dollar or two daily for the cost of food and probably five to seven dollars a day in expenses—railroad fare, hotel and meals.

Some of our demonstrators have given us some valuable ideas in selling. Last season we brought out a new model. During the winter one demonstrator asked that we send one of them to her home. She conducted a series of experiments which brought out several helpful features which we had overlooked. One of the best demonstrators we ever had was the wife of a salesman.

It is a bad policy to hire women who are too young. The older women seem to have little faith in what they can learn from a younger woman. However, we do not endeavor to conduct a cooking school or to expound any new-fangled theories which may smack of the "scientific" or theoretical. Our idea is to show what our stoves will do in the average kitchen, in everyday use.

In some of the larger city stores we conduct demonstrations for several weeks. In one store we have a permanent demonstration going on all through the selling season.

Almost every demonstration shows the dealer the way to bigger sales. In one demonstration last year we sold a carload of stoves in ten days. In many others more stoves are sold during the demonstration than would ordinarily be sold during an entire season.

One demonstration which was staged in a very small town in Texas was so successful that another dealer wrote us for the agency after hearing of the success of the demonstration conducted in a fellow dealer's store.

#### **Business in Small Towns**

We set no limit on the size of the town where the demonstrations are to be held. Often we find that a demonstration in a small town brings surprising results. Some companies concentrate their demonstrators in the cities, but our experience is that we can often obtain better results in the smaller towns. A demonstrator can talk successfully to only a given number of people at a time anyway, so the size of the town makes little difference.

In many cases the demonstrations are so successful that dealers clamor for more time, or ask for the same demonstrator the following year. Often a dealer will try to persuade us not to hold another demonstration in any other store in his city.

The Anderson Box Company, Indianapolis, Indiana, manufacturers of Blue Ribbon Master Breeder chick boxes, has appointed as sales and advertising counselors the Frank B. White Company, Chicago.

# "We Will Hold the Presses While You Prepare the Copy"

An Advertising Manager and an Agency Man Air Their Views on Advertising Solicitors Who Are Only "Me Too" Copy Chasers

*By Cheltenham Bold*

**R**ECENTLY we received the following letter from one of our clients, who is located in the Middle West:

"On the eighth of May, as you will remember, you sent us a list of twenty-three publications, with the suggestion that we familiarize ourselves with them in view of the probability that our list would be increased for the special campaign next fall. As a starter, we wrote to each of these publications, requesting sample copies. Most of them complied with the request in the most cordial manner, and some of them went to considerable trouble in the preparation of comments regarding market conditions, and the application of their publications to such conditions. This feature is subject to very favorable comment.

## **Whirlwind Salesmanship**

"On the other hand, fourteen out of the twenty-three publications have sent men to call on me since our letter was mailed. Thirteen of these representatives laid great stress on the fact that they did not make a special trip to see me, but that they had an appointment with the advertising manager of the Blank Manufacturing Company. As they had just received a copy of my letter from the home office, they thought they would run out and get acquainted.

"Noticing the great number of appointments that my worthy friend across the way had, I happened to comment on this when talking with him, and was somewhat surprised to learn that he had seen only three of these men, while none of them had come to town by appointment.

"It will be of further interest to you to note that only one of these

men went so far as even to mention the name of our advertising agency connection, and none of them betrayed the slightest curiosity as to what we had definitely in mind.

"The positive character of the group was one of the whirlwind type, who insisted upon signing us up for a contract to begin with the very next issue, and offered as a special favor to hold the presses for us until we could prepare copy. He hadn't the faintest glimmering of a notion what our problem was, what we were planning to do, or even what it was that we were intending to advertise. What is even more to the point, he absolutely refused to let me tell him. He wouldn't allow me to get a word in edgeways, and kept right on talking to me during intermissions when I was trying to talk to other people on the telephone.

"I thought that this experience might be of interest to you, either for publication or for passing on to the publications listed. Perhaps a letter like this from a bona fide advertising prospect might throw a jolt into somebody that really needs it."

## **Building Their Own Hazards**

I am glad to avail myself of the client's permission to publish his letter, and if it does result in giving a jolt to some of the publishers referred to, so much the better. It ought to be obvious enough, I should think, that their tactics have succeeded in practically eliminating them from consideration, or at least in making it difficult for the agency or anybody else to get them on the list.

Two or three of them, as it happens, are publications that are really entitled to serious

consideration on their merits. Perhaps it is safe to say that they ought to be on the list. But I think it is safe to predict that they won't be unless the agency that they so cheerfully ignored is disposed to put up a fight for them.

On the other hand, as this is written (June 1), seven out of the nine publishers that did not attempt to stampede the advertiser have already been in touch with the agency, and have received definite information on which to base a presentation that will be worthy of somebody's attention.

## **Planting Trouble for the Agency**

There is nothing strange or startling or exceptional about this experience. Alas, no. Mr. Smith (yes, his name happens to be Smith) is describing merely what the advertiser has learned to expect. The advertising solicitor who has any real comprehension of the advertiser's problems is a rare bird, and those publishers who do give constructive thought to a situation in advance are unfortunately outnumbered by those who merely try to badger the advertiser into buying some space. What the advertiser may happen to have in mind is of no consequence. They just "run out to get acquainted," and offer to stop the presses while the advertiser prepares some copy. They will send a man a hundred miles to badger a sales or advertising manager, when a telephone call to the agency would show that there was no possibility of selling any space for months to come. They will persist in trying to sneak in through the cellar window, when the front door stands wide open with a welcome sign on the mat.



Please do not think that I am objecting to the practice of making direct solicitations, or that I conceive it to be the agency's function to keep advertisers and publishers apart. Quite the contrary. It is the true function of the agency to bring them together. Neither do I imagine for a moment that a publisher is guilty of lese majeste when he approaches the advertiser without making a graceful bow in the agency's direction, or even without referring to the existence of the agency at all.

I do not lose my sleep or my appetite when an advertising salesman attempts to "go over my head" to the client, or tries to persuade the client to do something behind my back. I do not pretend that we are in the possession of all the knowledge there is concerning mediums, or that we have acquired the wisdom of the angels in the application of them.

#### Prejudices That Linger

The more the client knows about mediums, the better his judgment will be, and we are certainly in a position to learn from him as well as he from us. If I had had any notion to the contrary, I certainly would never have invited Mr. Smith to look into the subject on his own account.

I do object, however, to the type of solicitation (you cannot call it salesmanship) that is described in Mr. Smith's letter. I object to it on two grounds: first, because it is based entirely upon the desire to sell the client something without the slightest reference to his own best interests; and, second, because it tends to make it much more difficult for the agency to do a constructive job.

Mr. Smith, as his letter shows, is definitely prejudiced against certain mediums, some of which may ultimately prove to be highly desirable as the campaign takes definite shape. Another advertiser, in a similar position, might react differently. The trouble is, however, that none of the prejudices or preferences would be based upon anything of substantial significance in connection with the advertiser's problem. Whence it often comes about that the agency has to

combat and overcome a crop of mistaken notions in the client's mind that have been planted there by the very people who are most directly interested in his success as an advertiser.

There would be more excuse for this sort of thing, if it were not so ridiculously easy for the publisher to find out something definite as to an advertiser's plans. And if advertisers, for their own part, would be encouraged to give short shrift to the space salesman who cannot offer something constructive, they would do much to aid themselves as well as others.

Give him the same reception that you would give to the salesman for any other commodity who betrayed a profound ignorance of your product and your processes. From my own standpoint as an agency man, I should be perfectly satisfied with that. The more my clients know about mediums the better, whether they learn it from me or not. But there is mighty little to be learned of any value from the salesman who drops in to get acquainted and expects the prospect to explain to him what it is all about.

## Why Our Salesmen Turned In Orders Instead of Excuses

*By Ray B. Drum*

Manager, Todd Sales Company, Chicago.

OUR average weekly sales volume for the whole of 1925 was 2,840 points; during the nine weeks of last July and August, however, the record was 2,987 points, nearly 150 points or 5 per cent above the weekly average for the entire year.

There are several reasons why our organization of twenty salesmen, representing the Chicago branch of The Todd Company, of Rochester, New York, wasn't satisfied to take the attitude that business during the summer months must necessarily be poor and that nothing could be done to improve it. We didn't reason that, since things were going to be quiet anyway, there was no reason for us to exert ourselves, and by so reasoning make business just a little worse than it was already.

This record is even more remarkable in view of the fact that we employed no contests or other artificial forms of sales promotion during the summer. For approximately twenty-six weeks out of the year, contests of some sort were in progress, but during these nine weeks, when most people have a habit of resting on their proverbial laurels waiting for the hot weather to pass over, we

decided to drop all contest plans and resort to something a little different.

Our first move was to advertise in the newspapers for salesmen. That was the first advertisement we had placed for salesmen in many months, because we are not satisfied with the type of salesmen who can be obtained in that way. Now, however, we weren't caring especially whether the men for whom we advertised developed into producers or not. What we wanted was to plan some new competition in the sales force, to give the regular salesmen grounds for feeling a little uncertain about their jobs and their territories.

Shortly before the first of last July, when we added four new men to the force, there already were twenty regular salesmen who continued working their same territories. I hadn't told them about the new men except in a guarded way, which increased their curiosity, so one by one the older salesmen would get me aside and ask where I was going to put the newcomers, whether someone was going to get laid off or whether their territories would be cut down to make way for them.

*(Continued on page 1054)*



# Advertising Men Close Notable Philadelphia Convention

President Roy S. Durstine of A. A. A. A. Issues First Statement Regarding Federal Trade Commission Hearings

THE Philadelphia convention of the Associated Advertising Clubs of the World which closed at Philadelphia today, was notable in many ways. As usual, the newspaper advertising departmental was one of the important conferences of the meeting. Interest at this departmental centered about the address of Roy S. Durstine, president of the American Association of Advertising Agencies, who was expected to make the first public statement of the Four A's in regard to the Federal Trade Commission's activities in investigating agency and publishing practices. Mr. Durstine said in part:

## Two Moot Questions

Some time when you are in a group of people who earn their bread and butter from advertising, if the conversation should lag, ask this question:

"Is an advertising agency the agent of the publisher or of the advertiser?"

There's a question which has probably started more arguments than any other, unless you include the one which begins:

"Isn't it true that agencies would rather use magazines than newspapers because they make more money out of magazine advertising?"

What I am going to say to you this morning revolves about these two questions. Whether we succeed in reaching a conclusion or not, you will perhaps share my feeling that we are at least discussing issues which are not exactly dead.

The easiest way to approach the first question—the one about whether the agency is the agent of the advertiser or of the publisher—is to start with the self-evident fact that the advertising agency is in business for itself. It is in the business of providing a

type of service which happens to be useful to both the advertiser and the publisher. It is in the business of creating advertising. And that business of creating advertising falls naturally into two distinct kinds of effort—first, the creating of new advertisers; and, second, the creating of advertising plans and advertisements for these new advertisers and for others already existing.

## Two Distinct Responsibilities

There is no conflict in this doubly useful service. The real estate agent arranges a transaction which serves both the buyer and the seller though his commission is paid by only one. The modern insurance agent provides a service to the policy-holder as well as to the company though his income is derived from the company. The advertising agency is appointed by the advertiser to promote his business and at the same time makes the publisher's product merchantable and maintains the market for it. To both he owes the responsibility of making the advertising pay.

Here is a type of service which owes one distinct responsibility to the publisher and another distinct responsibility to the advertiser. Perhaps this responsibility to the publisher can best be described by dividing it into three phases:

The first, and the one which superficially would seem to have for you the greatest interest, is the creating of new advertisers. Since I have been in the agency business, I have heard a great deal about this phase of agency work. From the present observation it has been apparent that from time to time new advertisers are created. But it seems to me that concrete facts are always more interesting than generalities. So to describe this function to you in definite terms I went to forty-eight advertising agencies and asked

them one or two questions. They were agencies of all sizes—some large, some very small.

The first question was: "How many of the accounts now handled by your agency were not advertisers before your agency began work with them?" From these forty-eight agencies, the answer was 631 accounts. This is an average of more than thirteen accounts per agency. The next time anyone tells you that the agencies only take business from one another, quote those figures. Forty-eight agencies, large and small, have created 631 accounts.

The second question was: "How many of these have become newspaper advertisers?" The answer was four hundred and seventy-one.

## Agencies Create New Advertisers

The third question was: "What is the combined total amount now invested annually by these advertisers in newspaper advertising?" From forty-three agencies, the total report was \$18,700,276.

I am not offering these figures as conclusive. They are taken at random from forty-eight of various types and sizes. But they do represent, I believe, rather impressive evidence that the agency's function of creating new advertisers has not been and is not being slighted.

One agency volunteered an additional answer when it said that its two clients that had become newspaper advertisers, spending annually \$235,000, had created through local dealers \$225,000 worth of additional advertising in newspapers. Another added, "Eight accounts now on our books are spending less than \$10,000 each annually—new within the last year—never before advertised in either magazines or newspapers." Their future possibilities, of course, are not included. Nor are there included in these figures the increased

expenditures of these accounts since they appointed these agencies.

The second phase of the agency's responsibilities to the publisher is to work with him to plan the advertiser's program on a solid basis of fact. One reason the agency business is a hard business is because it offers so many opportunities to confuse facts with opinions. The agency man says to a customer:

"There ought to be a good market for your product in Texas."

The customer can answer promptly: "Perhaps, but I don't think there is."

But if the agency man says: "Have you noticed that your sales in Texas are much better than in any other state? We sent some people out there to talk to a thousand Texas women and we found that the climate makes your product more welcome than any other in that territory. Your large sales there are not an accident. Let's push them."

#### **Will Measure Circulation Quality**

The advertiser listens to reason when he isn't interested in mere opinions. In fact, one advertiser who had exactly this type of investigation made in Texas is now acting on the figures which the inquiry produced.

Probably the greatest single forward step in bringing facts before advertisers came when the A. B. C. was organized to take the place of hit or miss guesses about circulation. To appreciate what a tremendous forward step that represents, a person need only be asked to try to estimate the value of those publications who are still outside of the A. B. C. membership.

Individual publishers have sensed the need of differentiating between one type of circulation and another and have conducted serious surveys to enable the buyer of space to buy intelligently. But the first attempt to appraise the quality of circulation on a broad scale is the survey now nearly completed, made by the American Association of Advertising Agencies under the direction of Dr. Daniel Starch of Harvard.

Great credit is due the magazine publishers who have cooperated

with the association in this earnest effort to find out just who actually does read these magazines. When the results are distributed to the membership within the next few months, there will undoubtedly be many publishers who will feel that the facts shown in this report must be faced fairly. If it is found that the results do not reflect the condition that they had hoped, we believe they will be the first to want to change their circulation methods to bring their type of readers up to their present claims.

#### **To Study Local Markets**

It is hoped that this first survey is only a forerunner of many others to embrace local markets and to cover newspaper readers as well as the circulation of other types of media. If the time comes when we approach newspaper markets with the same appraising unbiased methods, we feel sure of your eager cooperation.

Many people still think of the agency as it existed thirty, twenty, even ten years ago. Many people, too, think of an agency as doing only one kind of creative work—creating advertisements. There are those who think that an agency commission is earned when copy has been written and pictures bought. To them it seems that an advertiser who prepares his own advertisements has done all that you expect of an agency. He sees nothing unreasonable in the request that the full commission be allowed him for this work. One man who had organized an internal advertising department for this purpose recently testified that it cost him as much as 25 per cent of his total appropriation in one year. With the agency commission at 15 per cent, designed also to cover other types of creative effort and still show a decent margin of profit, it is not hard to understand why this advertiser felt that having spent 25 per cent he had earned at least 15.

But fortunately the publishers of the country had studied this question long before this advertiser embarked upon his interesting, if costly, experiment long before agencies developed to their present creative point, long before there was such an organization as

the American Association of Advertising Agencies.

You gentlemen have recently reiterated your position on that point. In your answer to the Federal Trade Commission complaint you have stated in unmistakable terms just why you know that the agency system is in your interests.

There is only one aspect of the case upon which I would touch very briefly.

Repeatedly since the complaint was issued and before the hearings were begun you and we have said to the commission through our attorneys:

"What is it all about? Just what do you object to? Why can't we all sit down around a table and talk it out? Why must we be put to the expense of a long series of hearings to get into a record a series of facts which are not disputed at all?"

#### **Commission Hearings Needless**

This was a position which seemed reasonable even to some of those within the confidence of the commission itself. But the official reply was that the only basis upon which a stipulation of facts could be obtained would be to accept as facts the complete complaint drawn by the commission's attorney, a document containing not only the facts but also his interpretation of them and his conclusions.

So the hearings had to begin. And then, after many days of heavy expense for you and for us, the commission's attorney volunteered a statement to clarify the issues—a statement which for the first time narrowed down the case to comparatively simple lines.

At Washington we have an administration committed to a policy of economy. We all know that. We have seen evidences of it in the reduction of taxes, in the elimination of countless examples of useless expense. But why in the name of all that is sensible and thrifty should one branch of the government refuse to come to an agreement on self-evident facts and prefer to cause itself and the taxpayers and the publishers of this country, to say nothing of the agencies, the needless and heavy cost of these hearings?



# How We Put Our Advertising to the Test

Does the Educational Type of Advertising Pay? Why  
The Champion Spark Plug Company Answers "Yes"

*By R. A. Stranahan*

President, Champion Spark Plug Company, Toledo, Ohio

**C**OMPANY executives charged with responsibility for advertising plans frequently find it exceedingly difficult to check the results of national advertising with accuracy.

We all believe, of course, that advertising consistently and intelligently done, does greatly contribute to the sale of goods. But it is often very hard to gauge definitely just what has been accomplished, particularly when the educational process rather than straight selling copy is employed. However, we have recently been able to make a check on the trade and public response to educational advertising effort that may be of considerable interest to other manufacturers.

## When Motoring Styles Change

In the early days of the automobile, engines were not particularly hard on spark plugs from the mechanical standpoint. The slow speed, low compression motors did not stress the plugs very much and the principal difficulty was excessive fouling, which made frequent cleaning necessary.

Largely because our product was of two-piece construction, and could be taken apart easily for cleaning, it enjoyed wide popularity from its introduction; and in our early advertising we not only took full advantage of what was then an exclusive feature, but we just about claimed everlasting life for the plug.

So did other manufacturers, for that matter.

But with changes in motor design, there came marked changes in the demand on spark plugs. Much higher compression with greater speed generated higher

cylinder temperatures and stress and these conditions combined to cause a spark plug to lose efficiency much more rapidly, even though it did not foul so quickly, perhaps.

A plug would continue to fire, but a weakened spark due to burning away of the electrodes, and a short circuit due to carbon being burned into the core, caused loss of power and a waste of fuel.

Our engineers found out all these things in our laboratories, but it was rather difficult to decide just how they could be communicated to the public without a serious impairment of our business.

For years both we and other manufacturers had been claiming long life as a particular virtue of our products and to confess that they should be discarded while still functioning, opened up possibilities which were not alluring to us by any means. But we knew that in justice to the motoring public the facts should be presented.

## We Take a Plunge

Accordingly in 1922 we started with the trade, our salesmen being instructed to tell the exact facts about what happens to spark plugs in operation. We also began, in a rather timid way, I must confess, to convey the same idea in our national advertising. The response was not encouraging.

Because of the educational work done by the oil companies along the same general line we made some slight impression on the public, but this effect was entirely lost because of the attitude of the trade, particularly the garageman.

In the fall of 1922 our advertising agency made a survey among the trade and found that more

than 90 per cent of more than 5,000 dealers and garagemen called on characterized the idea of discarding a spark plug that was still firing as "bunk to sell more plugs," as a number expressed it. That overwhelmingly adverse percentage is very interesting in view of future developments.

After long and serious consideration we decided to take the bull by the horns and go to the public without equivocation of any kind. With a largely augmented advertising campaign in 1923, we told the public just what happens in an automobile engine and pointed out what the stress of the modern motor does to all spark plugs—our own included. Competition naturally took advantage of this by claiming longer life than ever and the first reaction in the trade, particularly among our jobbers, was distinctively unfavorable.

## How Sales Responded

But we believed we were performing a public service in presenting the facts, and persisted in this advertising. Perhaps our courage to do this was made stronger by the fact that our sales showed a very substantial gain. Along in 1924 our agency made another survey among the trade. It revealed the remarkable fact that sentiment had switched over entirely.

Actually 91.7 of the 4,376 dealers questioned said that the idea of renewing spark plugs at least once a year was very good and should be done by all motorists.

They confessed that the public did not always take kindly to the suggestion; but they were now almost unanimously for it and a striking feature of this investigation was that they were for it more

because of the service they rendered their customers than because of the extra profit they made.

We knew from our increased sales that the public, or at least a substantial part of it, had shown appreciation of what we had told them but just how widespread this acceptance was we could not, of course, accurately check. But we decided to put it to a test by concentrating a great advertising and selling effort during the first week of May, 1925, and we inaugurated, therefore, "Champion National Change Week."

Our distributors saw that the dealers were well stocked for the drive, attractive window material was sent to the trade and we used our entire national and newspaper list to focus attention on this week as a good time to prepare for summer driving by renewing spark plugs. Copy was devoted to the idea of change and not just to our product; although, of course, our own product appeared in the advertising. The results proved beyond doubt that a large segment of the motoring public had responded to our educational efforts and had accepted the suggestion of installing new spark plugs by the full set. If we had accepted the enthusiastic reports of the trade at face value, millions installed new spark plugs during that week.

But discounting the statements liberally, and checking sales of jobbers, we were fully convinced that several hundred thousand

people did think enough of our suggestion to put in new spark plugs.

In the fall of 1925 we pointed our advertising again at those who had not installed new spark plugs in the spring and a healthy stimulation of retail sales was apparent.

But the real answer came last May. Again we pointed our sales and advertising at Champion National Change Week, May 2 to 9. We increased our newspaper list materially, augmented our national advertising campaign and our sales force worked far more smoothly on the drive owing to the experience gained the year before. Our sales through jobbers in April made the largest month in our history by a very substantial margin. Of course, the real answer would be how the goods moved from the retailer. Enough time has now elapsed to give us definite information on that point.

Our sales at retail were far and away the greatest we have ever enjoyed and individual reports from dealers are unanimous in declaring that this volume was due to people buying four or six Champion plugs at a time instead of one or two.

Therefore, we are about fully convinced that persistent and intelligent advertising on educational lines will bring a response from the public in a reasonable time—if the thought floated is founded on a sound premise and for the benefit of the public.

to accommodate three of the most popular sizes of chain patterns and to supply these racks to dealers through the hardware jobbing trade. The rack itself is an ingenious contrivance which can be hung against the wall or against a post, and, by the use of a simple attachment, it can also be used as a counter rack.

Before deciding definitely to make such a radical departure from the established methods of selling chain, however, officials of the company took into consideration the fact that display stands, merchandising features and other devices of a similar character were becoming increasingly common. It was a matter of debate, they realized, whether or not these advertising innovations were not a bit overdone.

### A Peg for Advertising

"Particularly is this true of the prominence given many items of merchandise which really are not necessary," declares Charles M. Luthy, sales manager of the company, "articles which fall in the category of non-essentials. If dealers generally would accept and place on exhibition all of these contrivances, their establishments would have the appearance of an Oriental bazaar.

"Following the introduction of this rack, a sample of it was mailed free to the buyers of various hardware jobbing concerns. Our advertising plan for the year is built around the rack, and both trade paper copy and direct-mail efforts are properly synchronized. In the carton with the rack mailed to jobbers are included sufficient reprints of our cover page advertising in one of the prominent hardware publications to equip each of their salesmen with a copy. This ties up perfectly with the direct-mail and other trade paper advertising, as mentioned.

"Jobbers everywhere are expressing a keen interest in this new merchandising feature. In checking the results of their experience, we found that the most effective way they have adopted to cash in on our efforts is to mount a reel of chain on the rack and exhibit it at their salesmen's meetings."

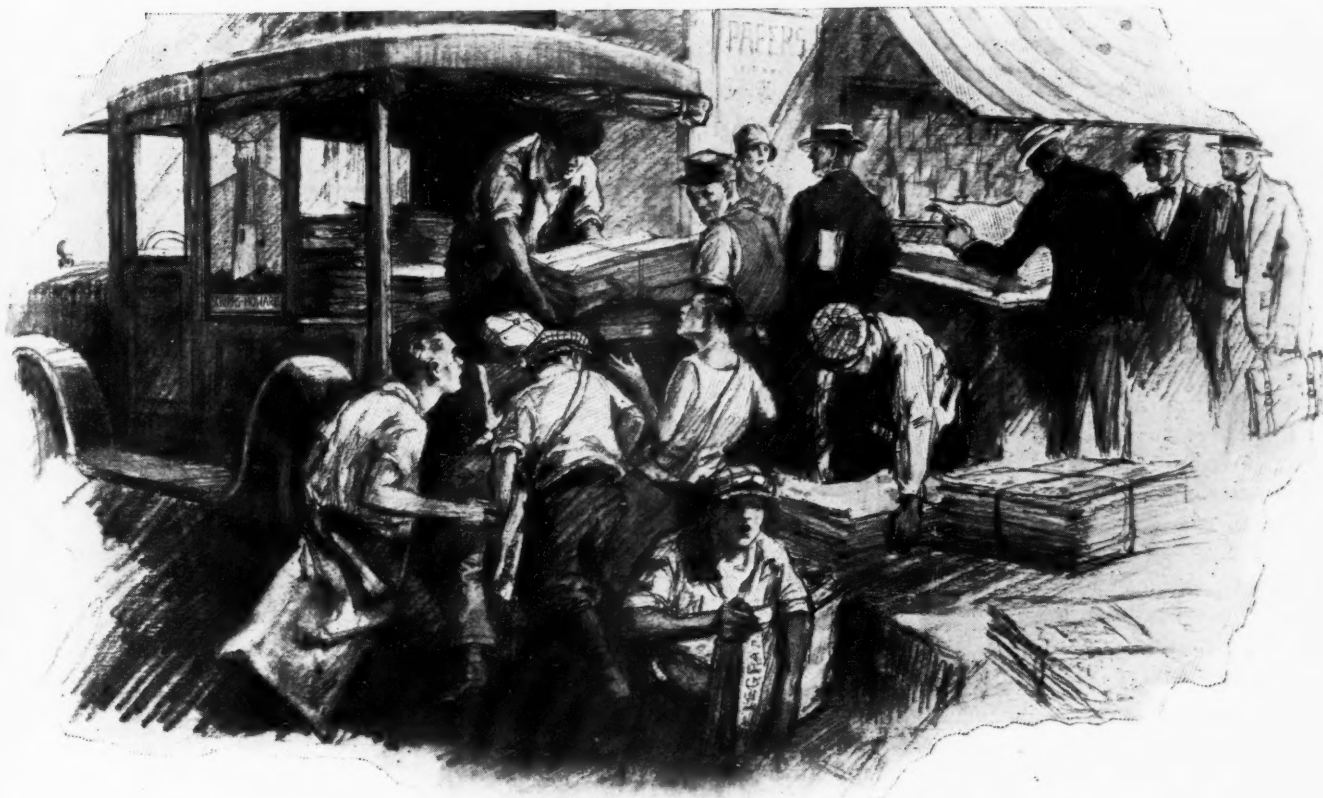
## Winning Preferred Space For a Commonplace Product

FOR many years the Chain Products Company, of Cleveland, Ohio, recognized the fact that there were a number of obstacles to prevent them from merchandising their product aggressively. In the first place, the average consumer was not chain conscious; when he wants something to attach to a movable or stationary object, he usually thinks of rope or cord. Compared with rope or cord, chain is of comparatively recent origin.

Another reason why chain had never become more than a prosaic article of commerce was that most hardware dealers usually had their chain stock down in the basement, or under a counter, so that a direct request for chain was about the only way they ever had it brought to their attention, or even so much as let their customers see it.

It was for the purpose of bringing chain out into the full view of the public that the company recently determined to design a rack

# The New Journalism!



Newspapers furnish most of the information which our brains digest to provide the life-blood of public opinion.

You select food for yourself and family with considerable care. Wisdom dictates that you select your food for thought with equal care.

In twenty-four cities spread from coast to coast, more than a million and a half families are doing this through the pages of Scripps-Howard newspapers.

These newspapers offer a daily mental diet so sanely balanced as

to stimulate development of that citizenship which is the nation's greatest asset and future hope.

Liberal on every economic question, fearlessly independent on every political issue, tolerant in the broadest sense of the word on every social problem, Scripps-Howard newspapers have created a new journalism more truly American than anything that has preceded it.

Because, for nearly half a century, they have remained free



SCRIPPS-HOWARD

from fettering political, financial and social alliances, these newspapers have been able to serve the public with a singleness of purpose that has merited and won nation-wide recognition.

A virile, brilliant, dynamic force in American journalism, sound in editorial policies, clean and alive in daily news and features, Scripps-Howard newspapers have captured the imagination and hold the confidence of their readers throughout the nation.

## SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS

MEMBERS OF THE UNITED PRESS

Cleveland (Ohio) - - - - - PRESS  
Baltimore (Md.) - - - - - POST  
Pittsburgh (Pa.) - - - - - PRESS  
San Francisco (Calif.) - - - - - NEWS  
Washington (D. C.) - - - - - NEWS  
Cincinnati (Ohio) - - - - - POST  
Indianapolis (Ind.) - - - - - TIMES  
Denver (Colo.) - - - - - EXPRESS  
Toledo (Ohio) - - - - - NEWS-BEE  
Columbus (Ohio) - - - - - CITIZEN

Akron (Ohio) - - - - - TIMES-PRESS  
Birmingham (Ala.) - - - - - POST  
Memphis (Tenn.) - - - - - PRESS  
Houston (Texas) - - - - - PRESS  
Youngstown (Ohio) - - - - - TELEGRAM  
Ft. Worth (Texas) - - - - - PRESS  
Oklahoma City (Okla.) - - - - - NEWS  
Evansville (Ind.) - - - - - PRESS  
Knoxville (Tenn.) - - - - - NEWS  
El Paso (Texas) - - - - - POST

San Diego (Calif.) - - - - - SUN  
Terre Haute (Ind.) - - - - - POST  
Covington (Ky.) - - - - - KENTUCKY POST\*  
Albuquerque (N. Mex.) STATE-TRIBUNE  
\*Kentucky edition of the Cincinnati Post.

**ALLIED NEWSPAPERS, INC.**  
*National Representatives*

250 Park Ave., New York, N. Y.  
Chicago      Seattle      Cleveland  
San Francisco      Detroit      Los Angeles



# Here's a Fellow Who Wants Dealers to Cut Prices

Well Known Manufacturer Says He Worries Only When Dealers *Stop* Cutting Prices on His Product

"**N**O," he told me, "you can't use my name, or the name of my product. I am not looking for publicity of that sort, and I'm not looking for trouble, either. I have no time to waste in answering letters of remonstrance over the error of my ways, or in receiving delegations of earnest propagandists intent on heading me in the direction of the mourners' bench. I prefer to run my own business, and let the other fellow run his."

"But I'll give you the facts if you like, and you can start with this one: that from my point of view all this weeping and gnashing of teeth over so-called price maintenance is foolishness. Price-cutting on the part of the retailer or the jobber is a good thing for the manufacturer, not an evil. When the trade stops cutting prices on my product anywhere, it means that there is something wrong, and the goods are not moving. When that happens I call the proper individual in and give him hell."

"For twenty years, almost, I have been encouraging price-cutting, never discouraging it, and during the whole of that period my product has been the leader in its field. It is the leader today, and any wholesale druggist will tell you that it is the only product in its field that ranks as a staple."

"We have three or four vigorous competitors, but none of them has ever succeeded in getting anywhere more than a spotty distribution. They are in and out, off again, on again, all the time. But the druggist, or the grocer either, in most cases, would as soon be caught without castor oil or

---

**T**HIS is a transcription from notes of an interview with the president, and practically the sole owner, of a concern manufacturing a well-known trade-marked specialty. The point of view expressed is somewhat unusual, and it is presented here without endorsement. It is a fresh point of view, however, and one which is perhaps shared by more business men than many of us have supposed.

---

—The Editors.

---

granulated sugar as without our product. And what's more, he features it.

"These manufacturers that are running down to Washington with an extra supply of black-bordered handkerchiefs for a good cry over the iniquitous evils of price-cutting, make me laugh. Every time they pull off one of these spasms of telling Congress how their business is being ruined by the chain stores and department stores, and how the small dealers won't handle trademarked goods because R. H. Macy cuts the price on them, I take a look at the 600 dealers that are fighting to sell my product faster than I can make it."

"Every time they paint one of those grand pictures of the coming millennium, when the manufacturer can do all the work of selling the product to the consumer, while the dealer serves as a convenient slot-machine under bonds not to operate for less than a whole nickel, dime or quarter, I am thankful for a sense of humor. Every time they stir up somebody to threaten me with discrimination if I don't do something about it, I tell him to go ahead and discriminate. With an organized public demand for my goods behind me—I should worry."

"I have said that somebody is likely to get hell if it happens that there is no price-cutting going

on in his territory. I mean it, too. For when the trade stops cutting prices anywhere, it means that they are not pushing the goods, sales are slowing up, the public is buying competing products, and we are beginning to lose out. It also means that we are losing an enormous volume of supplemental advertising that costs

us nothing. It means that the goods are going back on the rear shelves and down under the counters, passersby aren't being reminded of us any more, and the whole district is going to sleep."

"The healthiest condition that I know anything about is where the trade is actively and vigorously competing—fighting, if you like—for business. They will all sell more goods and make more money under such conditions than they ever will standing back of the counter and waiting for the manufacturer to round up the customers and drive them in like a flock of sheep. The surest sign of a stale territory is one where the resale price is maintained, and the surest sign of a live territory is price-cutting."

"The most expensive territory for the manufacturer to tackle is the territory where the trade simply opens its mouth for the spoon victuals, and leaves the producer to do all the work. The cheapest and the best territory in the world is the territory where the chain store merchandisers are strong, and where every dealer has got to keep on his toes all the time in order to keep his head above water."

"I don't care what the retailer gets for my product. He can sell it for any price he pleases. Having

# Bankers Congratulate Oklahoma Farmers



*on a 63,000,000 bushel wheat crop!*

**E**VEN bankers are optimistic about the growing prosperity of Oklahoma farmers! And indeed they should be . . . for a crop of 63,450,000 bushels of wheat has been forecast by the U. S. Department of Agriculture. The oat and rye crops are also scheduled to bring millions of dollars' worth of new wealth to Oklahoma. Read what two bankers say about the business conditions of this rich farm market:

"A bumper wheat crop seems assured. Oklahoma oil production keeps money in the right channels, and prospects are good in other lines. With all this, nothing can keep this state from enjoying one of its greatest years in 1926. All sections of Oklahoma are enjoying prosperity and the bankers are optimistic over prospects."

A. M. YOUNG,  
of the Chase Nat'l Bank,  
New York City

"At the present moment the outlook for business in Oklahoma is most excellent. Wheat and oat crops are almost made and in the absence of any unforeseen calamity, we will make marvelously good small grain crops. Oklahoma banks are in a more liquid condition than they have been for many years. All in all, the people of Oklahoma should congratulate themselves on living in such a diversified state."

FRANK P. JOHNSON,  
Pres., American Nat'l Bank,  
Oklahoma City, Okla.

**OKLAHOMA'S 1926 GRAIN CROPS** will create both the need and the ability to buy more autos, radios, trucks, and all kinds of farm equipment!

Weigh values and make comparisons of the wealth of Oklahoma with that of other states in which your product is sold! If volume business at low cost is the sales program you want to carry out, you'll find that it will be increasingly important and profitable to sell your product in the Oklahoma farm territory. And to get full benefit of Oklahoma's buying demand, to save time and money, advertise to Oklahoma's farmers through their only farm paper, the Oklahoma Farmer-Stockman.



**Carl Williams**  
Editor

**The OKLAHOMA  
FARMER-STOCKMAN**  
Oklahoma City

**Ralph Miller**  
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

SALES MANAGEMENT—JUNE 26, 1926

1037

bought it, it belongs to him, and what he does with it is none of my business. The only thing I ask of him is not to forget it, and not to let his customers forget it.

"As a matter of fact, the 25-cent size is sold to the consumer all the way from 18 or 19 cents up to the full price, and in some places even beyond it. The chain stores and the more efficient independents cut the price a little deeper than the neighborhood stores do. The consumer can always save two or three cents by going a few blocks out of her way. Sometimes she does it; sometimes she doesn't. In the vast majority of cases she buys where it is most convenient, and the variation in the price isn't of much importance.

#### The Tonic of Price Competition

"Speaking from experience, I haven't a doubt in the world that the small independent neighborhood store will sell more units at the full price when a vigorous price-cutting scrap is on, than it will sell when everybody is maintaining the price. Why? Simply because everybody in town is continually kept reminded of the product. For every sale that the price-cutters take away from the independent, full price store, they actually create two or three sales that otherwise would not have been made at all. They get new people into the habit of using the stuff, and they keep a lot of other people from forgetting about it. They keep the goods in their windows, they placard the name all over town, they feature it in the local newspaper, and they talk about it. They give the manufacturer an enormous volume of free advertising, and advertising which he couldn't secure for himself at five times the original cost.

"I can't think of anything much worse, from my own point of view, than a condition where resale prices were standardized, and resale profits were uniform. Instead of having retailers pushing one another in the effort to sell my goods, I would have a chain of vending machines waiting for me to send the customers in with the money. Remove the opportunity for price competition entirely, and

I can see where it would cost me anywhere from three to five times what it does now, just to keep the product moving. Under a condition of compulsory price-maintenance my net profits would probably be cut in two, and some of those brothers who are crying the loudest for a chance to maintain prices would probably go broke. There are a lot of specialties in the drug field and the grocery field that would just naturally lie down and die if it wasn't for the service rendered to the manufacturers by the price-cutters who keep them from being locally forgotten.

"The price-cutter is not the evil in the situation, according to my experience. The price-cutter is generally a merchandiser. He knows what it costs him to do business, and he has a genuine appreciation of the importance of turnover. Fast nickels will beat slow dimes any day in the week. The real evils, in my humble opinion, are the retail parasites; the untrained incompetents who open

up stores with the idea that the community owes them a living.

"They render no service to anybody—least of all to themselves. They slow up distribution immeasurably, increase the cost of doing business for all concerned, and in the last analysis are nothing more nor less than a public charge. We would all be better off, including the general public, if the number of retail distributors could be reduced anywhere from 50 to 75 per cent.

"Maybe I am all wrong about it. But it strikes me that the price-maintenance brethren are barking up the wrong tree. At any rate, I have had what you might call pretty reasonable success with the contrary policy, and I have never seen the time yet when I couldn't get better results in an active market than in a sluggish one. Price-cutting has never worried me. But I do worry when they stop cutting prices, for that indicates more clearly than anything else that the market is going to sleep."

## Prominent Attorney Explains Perils of Price Maintenance

GILBERT H. MONTAGUE, attorney of New York City, delivering an address on "The Rocky Road of Resale Price Standardization" before the Atlantic County Drug Club at Atlantic City recently, explained the peril of resale price standardization as a means of avoiding price-cutting.

Citing a score of cases where drastic orders forbidding various practices and cooperative methods regarding resale price maintenance have been issued within the past year by the Federal Trade Commission, he contended that no manufacturer should attempt to adopt any resale standardization unless his trade was seriously imperiled.

"Manufacturers have discovered that it is good business for them to satisfy, to the fullest extent compatible with law, the desires of their retail and wholesale trade that they do everything that is within their legal power to cope

with price-cutting or with price-cutters," he declared. "To insure their good-will in retail and wholesale trade, many manufacturers in the toilet goods, proprietary and drug lines are today cheerfully expending insurance premiums of time, attention and legal expense in working out, and putting into effect, resale profit protection policies and the methods, and are finding these expenditures well justified from a business standpoint."

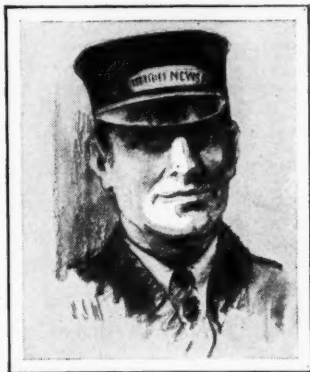
Editor, "Sales Management":

Recently I requested cancellation of my contract with you but I have changed my mind since reading the last issue of "Sales Management."

There are several articles in this particular magazine that are worth the year's subscription, therefore place my name back on your list."  
—W. H. Humphry, The Brunswick-Balke-Collender Company, Dallas, Texas.



# No Bargain in Words . . .



. . . not hard to be truthful . . .

It is not hard for the news-dealer to be truthful.

Up walks one American and asks for the biggest nickel's worth. Up walk several million Americans—all kinds, all sizes—all seeking the mammoth nickel's worth.

Newsdealer need not hesitate. He hands out the Post.\* Reading American need not hesitate—he gets more than he pays for. If he doesn't read everything, he still does not lose.

## Different

There are people (some among those millions of Americans, some not) who are looking for something different—not necessarily bigger—nor better—but *different*. Specifically they are men and women whose moments are precious as dollars, and who have a passion for understanding.

To the eyes of these, TIME much resembles the late Abou Ben Adhem. TIME's name leads

\*Saturday Evening Post, published in Philadelphia. Founded by Benjamin Franklin, found by Cyrus Hermann Kotschmar Curtis.

all the rest. TIME costs the readers more per word than any other publication. But that doesn't deter them. Because TIME sells a brand of words no other publication supplies.

TIME is different from anything under the sun. It is the only newsmagazine. It is a week-by-week narrative of the world, colorful, concise, complete. It is not a digest of opinion, not a journal of views.

‘ ‘ ‘

## High Pay

And so readers pay high† for TIME's saying so much, so well, with so little. The price is \$5.00 a year, without any premium inducement. Or it is 15¢ per issue with a content that would just fit four full newspaper pages.

Because TIME offers no bargain in editorial words, obviously, conversely, its space is a top-notch bargain for advertisers.

‘ ‘ ‘

*TIME has always been a publication that readers want to be sure of getting each week—hence such a high percentage of regular subscribers. Today, of more than 100,000 on the circulation lists, more than 93% are mail subscribers, less than 7% news-stand sales.*

†Original Subscriber Melmore, New York: "As long as I can find the price I will be a subscriber."

# TIME

THE WEEKLY NEWSMAGAZINE  
To Press Tuesday To Readers Friday

## ADVERTISING MANAGER

ROBERT L. JOHNSON, 25 W. 45th St., New York

## REPRESENTATIVES

New York Office—HOWARD J. BLACK

PAUL A. SYNNOTT

Western—HOWARD P. STONE, WILLIAM G. PHELPS,

38 S. Dearborn St., Chicago

Southern—F. J. DUSOSSOIT,

1502 Land Title Bldg., Philadelphia

New England—JOHN W. SWEENEY, JR., NEWLIN

B. WILDES, RICHARD W. READ,

127 Federal St., Boston

Pacific—ROGER A. JOHNSTONE,

Alexander Bldg., San Francisco

# How General Outdoor Used a Straw Hat Contest Idea

Salesmen Respond With 100 Per Cent of Six Weeks' Quota  
When the Firm Offers the Latest in Straw Hats for Prizes

*By Charles J. Carmody*

**I**T WAS noon on Saturday, May 15, the final day in the Straw Hat Contest for the salesmen in the branches of the General Outdoor Advertising Company. The contest apparently was over, for Saturday was a half-holiday.

Four out of the five salesmen in one of the offices in the Middle West had already qualified for the latest styles in straws by making their quotas over a six-weeks' period, but the fifth man was still short of his mark.

He walked into the office at noon and in reply to the questioning look of the branch manager, he shook his head.

## **The Winning Last Order**

"Wilson has orders from his headquarters to curtail all advertising for sixty days," he said. "So that contract's gone for a while."

"Well, it's tough luck, but you have done your best. At least, you have come close."

"But I am going to make it," said the salesman. "I have some other good prospects and I am going to get one of them. I am not going to keep this branch from being 100 per cent."

The salesman sat down at his desk and studied his prospect list. The balance of the office force went out for the day—but the salesman stayed there, selecting sales ammunition from the sales promotion material on file.

Two hours later he returned to the office and handed a contract to the manager.

"Smith & Jones have taken a display on the West Side to advertise their new store," he announced, "and I win a Straw Hat."

This was the spirit which animated the company's salesmen throughout the contest. The honor of winning a straw hat proved a

stimulus great enough to inspire every man in the field to the utmost efforts in getting business. The results, in sales of posters, painted display, electric spectacles and commercial signs more than justified the contest.

Out of approximately 160 men in the thirty-six branch offices which engaged in the campaign, eighty-nine visited the haberdashers and selected a summer hat at the company's expense.

In each branch the first man to win was distinguished by a fancy silk band on the new hat.

The first step in the contest was a confidential letter to the branch manager, apprising him of the contest and asking him whether he wished to enter. To each branch was sent a large poster, bearing a cartoon of a smiling wearer of a straw hat, with a fancy band, and underneath was lettered the word, "Who?"

This was posted on the office bulletin board, where it aroused the curiosity of the branch salesmen. A few days later, the explanation appeared under it: "Who will don the first straw hat?" Under this was an outline of the contest.

## **Bulletins Sustain Interest**

Each week throughout the campaign, a straw hat bulletin was sent to each branch, announcing the names of the silk band winners and other salesmen who made their quotas.

To each salesman who won a fancy band, a letter of congratulation was sent from the sales manager of branches, pointing out that the salesman's success was undoubtedly due to the hard work and intelligent effort he had previously done and that similar work would keep him in front. These letters were appreciated by the men to whom they were sent, and

many of them wrote in reply, stating that they hoped to show still greater results in the future.

One branch manager wrote as follows:

"The writer believes the thought back of this contest splendid. Not only did it promote a fine spirit of friendly rivalry, but every man, as a result of the spirit of competition, accomplished at least one sale that is entitled to special comment."

## **Used "Sales Management" Idea**

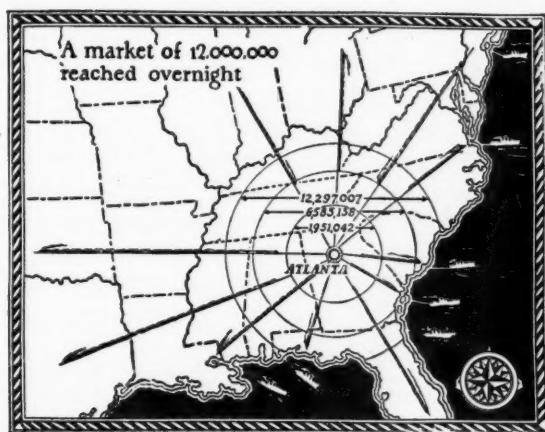
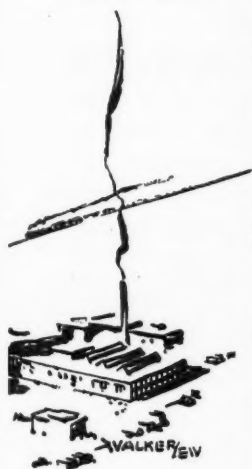
Similar comments were made by other managers of branches. Some of them extended the straw hat offer to other members of the organization, one of them giving it to the superintendent of his posting department for promptness in the execution of posting contracts. Another gave it to the "national outlet" man, a representative whose duty it is to cooperate with national advertisers in interesting the local outlets in national campaigns.

The contest followed the suggestion given in a recent issue of "Sales Management," in that it did not require unusual work, but asked for the filling of regular quotas during an off-season.

In this respect, the campaign—which utilized many of the ideas provided by "Sales Management"—fulfilled its purpose. And, what is equally important, it stirred up enthusiasm and stimulated efforts which will be effective in months to come.

The novel plan of holding breakfast meetings has been adopted by the Advertising Club of San Bernardino, California, starting in June. The club recently elected Albert D. Stetson, president, G. E. Tabor, vice president, and Douglas Shaw, secretary-treasurer.

# One Hundred Million Dollars!



## The Largest Textile Deal in History for the ATLANTA Industrial Area



Send for this booklet

Containing the actual experiences of some of the 560 great concerns that have chosen to serve the South from Atlanta



**G**OODRICH and FISK, two great tire companies announced recently a development that with other similar developments, will within two years put 60% of the American tire fabric production, and 50% of the world's production, in Georgia and the Atlanta Industrial Area.

### Why Do They All Choose the Atlanta Area ?

**G**OODRICH, FISK, GOODYEAR — all have selected this section within the last few weeks. Why? For the same reasons that nearly six hundred nationally known concerns have also come here, representing all lines of industry.

Because of vital production economies, due to savings in Labor, Power, Raw Materials,

Taxes and other vital factors—and because Atlanta is indisputably Industrial Headquarters of the South.

The Atlanta Industrial Bureau will be glad to give you the same data that has been the basis of these developments, presented from the standpoint of your business.

Write to INDUSTRIAL BUREAU

431 Chamber of Commerce

# ATLANTA

Industrial Headquarters of the South.





# How We Cut Turnover on the Sales Force

(Continued from page 1002)

their reading is jerky and slow. But the training soon develops them into good speakers.

To gain the attention of the salesmen while one of them is reading, and also to instruct them in the technical points of the car, Mr. Cummins prepares questions beforehand on the material that is read aloud. After the reading is over, the salesmen are asked these questions. The air of rivalry created to see who can best answer the questions is enough to make them take some interest in the meetings.

## Salesmen Take Reading Tests

The art of reading and talking is needed especially in the Chevrolet organization, for it makes use of a "canned sales talk," called "A Ride in a Chevrolet." In cold and rainy weather, when demonstrations on the road are impossible, the salesmen, when calling upon a prospect, give this specially prepared sales talk to the prospect and his family.

Before the reading tests were started by Mr. Cummins, it was difficult to make the salesmen use the "talk," for they could not speak and read well before others. They now use it to good advantage for they have learned to talk well from the practice received in the meetings.

Mr. Cummins attempts to make his men business men as well as salesmen, and he constantly tries to instill into them the ambition to be dealers some day. He strives to make them realize the responsibilities of a dealer, and to see their work from the dealer's viewpoint rather than from the salesman's.

He accomplishes this in the way the quotas are assigned the men. Each month the company itself is given a certain number of cars to sell. This number is divided among the salesmen to determine their quotas for the month. These quotas specify the number of trucks, sedans, roadsters, and other models the salesmen must sell.

Mr. Cummins approaches his men in this manner: "You men are dealers, not salesmen. You have in storage so many cars that have been sent you to sell this month. You are responsible, just as any dealer, for the sale of these cars. If you don't sell them this month, they will be left for you to sell later. It is up to you to get out and sell them."

In the matter of hiring salesmen, Mr. Cummins has found that the men who make the best salesmen are those that are recruited right out of the other departments of the organization. He had rather take a mechanic or an office man in his own company and train him to be a salesman than hire a top-notch salesman who has received his training with another organization.

## He Raises His Salesmen

"When I first entered this company ten years ago," related Mr. Cummins, "my employer told me to go out on the row and hire two of the best salesmen I could find. I told him I would rather not do it, for that was not the proper way to build up an efficient sales crew. 'Well, where do you intend to get your salesmen?' he wanted to know. I told him I would get them right out of our organization. Just at that moment I saw a young man leaving the building because he had been fired for failing at a fifteen cents an hour job as a mechanic. But I liked his looks. I took that young man and trained him for two weeks; then I sent him out with other salesmen, and finally started him selling used cars. Today he is one of our best branch managers."

Since Mr. Cummins has been connected with the company, he has made nearly thirty crack salesmen from men who were working in other departments, and most of them are still in the organization. During the six years he was manager of the used car department, he discharged only one man and he was found to be dishonest.

"Just after I joined the company," explained Mr. Cummins, "a young man came to me for a job. He was what we call a 'grease hound.' I think he was the dirtiest and greasiest white man I have ever seen, but I put him to work in the shop. He developed into a very skillful driver, so we started him driving used cars on demonstrations. He could make the worst kind of a used car run like a new car. When he brought the prospect in after a drive, he was usually ready to buy the car.

## How One Man Developed

"The boy wanted to become a salesman for me, but I could not use him, for he was still just as dirty as ever. The following fall, however, we were caught with about 250 used cars. It looked as though we would have to carry them through the winter, so I decided to give him a chance selling these cars. At the same time there was a used car show in the Coliseum. He thought I was sending him there. When I told him I was putting him on a vacant lot, he was sick with disappointment. But he went right ahead, and sold more cars on that vacant lot than all my other men sold at the used car show. He sold thirteen the first day. That was the first time a vacant lot had ever been used in Chicago as a sales floor for automobiles.

"After that he wanted to sell all the time. But he was still dirty and grimy. I made him clean up, change his habits, get better clothes, and have his hair cut. Today he is one of our most loyal and valuable salesmen. I doubt if many other sales managers would have bothered with such an unpromising person.

"Men that grow up in the organization become our best salesmen. They appreciate the training they have received from us. So long as we get our salesmen from within the organization, we will never be bothered with the turnover problem."

## How the Dartnell Treasure Hunt Will Help Sales

1. Make the message that you will send to your men concerning August business more impressive and effective.
2. Awaken your salesmen or agents to overlooked opportunities for big August orders.
3. Keep the minds of the sales force off "vacations" and "the weather" and on orders.
4. Pass on to your salesmen constructive suggestions for closing business during the "vacation" season.
5. Inject fresh interest and enthusiasm among the sales force at a time when selling is inclined to become monotonous.
6. Provide a positive means for speeding up sales on any item or product to any group of buyers, or to concentrate sales effort on some especially desired objective.

## *The Four Weekly Mailings Which Comprise the Dartnell Treasure Hunt*

### For the Week Ending August 7th **Tools for Digging Up the Treasure**

This entire campaign will have the atmosphere of the Spanish Main, pirates, treasure ships, treasure chests and honest-to-goodness treasure. With the announcement of the drive each man will receive a tool box containing the tools for finding the treasure which he will seek during August. Directions for using the tools for uncovering buried sales treasures will be included.

### For the Week Ending August 14th **Chart for Locating the Treasure**

This week each "treasure hunter" will receive an old Spanish chart showing the course to follow. It will go to him rolled in a large mailing tube. Chart will show the shoals and reefs of poor salesmanship, and the safe channels and lights of good salesmanship to follow.

With the chart, in the mailing tube, will go a letter or bulletin from the sales manager on letterhead similar to the others.

### For the Week Ending August 21st **An Extra Sail for a Winning Finish**

Every bit of wind must now be utilized. So each salesman will be sent an extra sail, representing an especially effective sales argument, also a letter from the sales manager developing the idea that it is the extra push that wins.

### For the Week Ending August 28th **The Much-Sought Treasure Chest**

The treasure hunters with the use of the tools, the chart and the extra sail have now located the buried treasure. So they receive this week a cut-out folder, representing a musty old treasure chest.

If they have mailed in their "hunt" and have not done what they were supposed to do they will find in their chest, upon opening it, a letter of advice. But if they have done the task assigned to them, they might be rewarded by finding a check of a size corresponding to their success in getting business during August.

More Complete Sets, \$1.10 a Set; One Hundred or More Complete Sets, 90c a Set; Five Hundred or More Sets, 85c a Set

---

## 4660 Ravenswood Avenue, Chicago, U. S. A.

---





# EDITORIAL COMMENT



## A Short Sighted Sales Practice

It has been brought to our attention that a concern in Montpelier, Ohio, which manufactures store equipment, has been going around New York City offering a commission to jobber's salesmen on all business secured from leads which they turn in. A decade ago this was a common practice in many lines of business. For a time jobber's salesmen used to make almost as much as their salaries selling "tips" and "leads" to manufacturers. But lately this practice has fallen into disuse, partly because of the grief and trouble that resulted, and partly because it has come to be regarded as a form of unfair competition. With business becoming increasingly difficult to get, some of the weaker concerns are reviving the practice. Manufacturers and jobbers ought to stand firmly against the giving of these sub-rosa commissions. From the jobber's standpoint it diverts the attention of the salesman, and is certain to lead to complications with customers. From the manufacturer's standpoint it is a dissipation of funds which could better be used to create permanent good-will and build up an enduring foundation for the future of the business. A business built on secret commissions to other people's salesmen is a business built on sand. The first competitor that comes along and offers a few dollars more for the leads—and that always happens—gets them. Moreover, a business concern which stoops to such methods lowers itself in the eyes of its salesmen, and what is even more important, injures its own self-respect.

## Drive For Sales in the Industrial Centers

Those of our readers who confine their advertising activity to a seasonal campaign during the late summer and the early fall, will do well to concentrate this year on the industrial centers. Indications are that the industrial worker is due for further wage increases. These increases added to the high wages already being paid will greatly stimulate buying power of certain classes of labor, especially railway labor and those employed in active industries. A study of the weekly earnings of the employees of New York state factories shows that the weekly wages in terms of the necessary commodities of life are now at the highest point on record, and going higher. At the same time, however, we wish to point out again

the questionable wisdom of these spasmodic and seasonal advertising drives. As the results of advertising become better understood, the tendency away from the short intensive campaign becomes more pronounced. While the short drive serves its purpose in bringing about a temporary increase in business at a time when business is easy to get, it leaves much to be desired. The right kind of advertising does far more than bring in inquiries and effect a momentary reduction of sales resistance. It is good-will insurance. No business man would think of taking out fire protection only during the season when fires are most numerous. He keeps his buildings and inventories insured all the time. And the same thing applies to good-will insurance in the form of advertising.

## Are Your Salesmen Overpaid or Underpaid?

Beginning with this issue we will publish a series of articles, bringing out different angles of an investigation just concluded by Dartnell on the compensation of salesmen. Sales problems may come, and sales problems may go, but one problem that remains with us eternally is the problem of finding the best plan of compensating our salesmen. It will always be an eternal problem because there is no best way to compensate salesmen. No sooner do you find the best way, than some change in conditions makes it obsolete—perhaps a competitor changes his plan, or competition from a new industry develops and draws salesmen away, or as is today the case, the necessity arises for reducing selling costs in the face of a general increase in wages. In these articles we will publish, no attempt will be made to cover the subject exhaustively, which has already been done in a Dartnell report, but it will be the aim of our staff to develop in more detail some of the specific plans which could not be treated fully in a general report. While our investigations have revealed no hard and fast rules which may be applied to this problem, we have found bonus plans are losing their popularity of a few years back. Salary and commission plans are in more general favor, and there is a decided swing from straight salary to salary and commission. Thus the compensation plan is becoming more widely regarded as a means of controlling, as well as compensating, salesmen. This is as it should be.

# NEBRASKA

## Has a Buying Power That Is Guaranteed

Nebraska is not dependent on one crop or one industry for its income and prosperity. Rich in varied agricultural and industrial resources the buying power of this great state is guaranteed every year. Remember these facts:

Nebraska leads in agricultural production per capita.

Nebraska's poultry industry contributes \$50,000,000 annually.

Nebraska ranks first in alfalfa acreage and production.

(Has the largest alfalfa mills in the world.)

Nebraska ranks second in per acre yield of sugar beets.

Nebraska ranks first in beef production per capita.

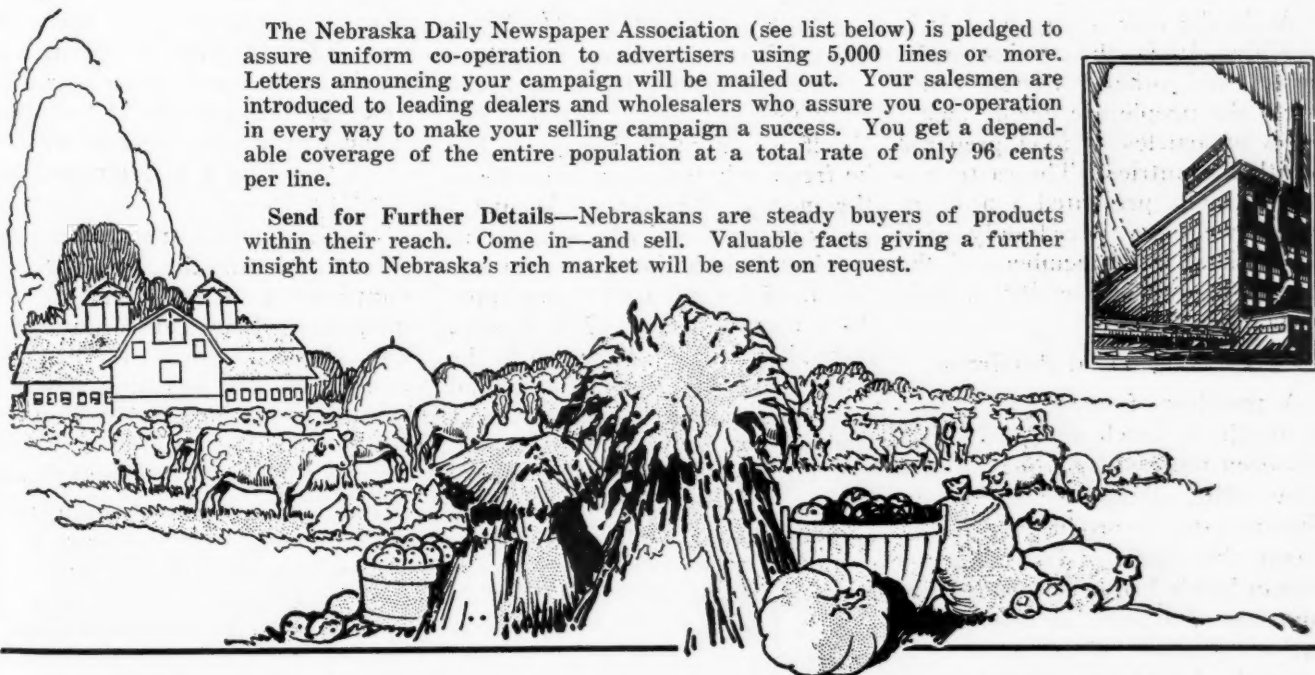
Nebraska has two of the largest horse markets in the world.

Nebraska has an annual average industrial production of \$800,000,000.

### Newspaper Co-operation That Nets Sales Results

The Nebraska Daily Newspaper Association (see list below) is pledged to assure uniform co-operation to advertisers using 5,000 lines or more. Letters announcing your campaign will be mailed out. Your salesmen are introduced to leading dealers and wholesalers who assure you co-operation in every way to make your selling campaign a success. You get a dependable coverage of the entire population at a total rate of only 96 cents per line.

Send for Further Details—Nebraskans are steady buyers of products within their reach. Come in—and sell. Valuable facts giving a further insight into Nebraska's rich market will be sent on request.



### NEBRASKA DAILY NEWSPAPER ASSOCIATION **FREMONT, NEBRASKA**

Beatrice Sun  
Columbus Telegram  
Falls City Journal  
Fremont Tribune

Grand Island Independent  
Hastings Tribune  
Kearney Hub  
Lincoln Journal

Lincoln Star  
McCook Gazette  
Nebraska City News-Press  
Norfolk News

North Platte Telegraph  
Omaha Bee  
Omaha World-Herald  
Scotts Bluff Star-Herald

# How Quaker Oats Develops Foreign Markets

(Continued from page 1006)

return postcards were enclosed, to 1,500 doctors in Mexico offering to send them a handsome booklet explaining the use and benefits of our product. Our returns from this one mailing passed the 600 mark, over 40 per cent, indicating how greatly they are in need of material of that nature.

Missionaries are probably our best allies in the Far East and Africa. They face every day the sorrow and distress caused by under-nutrition, and they have taken it upon themselves to spread the message of wholesome foods wherever they go. They frequently feed Quaker oats to invalids and children in their hospitals and schools, giving us a form of co-operation which we couldn't possibly buy but which is of inestimable value to us. They carry our literature with them on trips into the country and acquaint the natives with our product as a means of helping them rather than us, but their good-will means a great deal to our sales and we try to return the favor whenever we can.

As in the case of Japan, so it is in China, India, the Straits Settlements and other Oriental countries: the people are deeply suspicious of articles of food prepared in other countries. The caste system in India presented a problem which we have solved only with the assistance of members of the faculty at the University of Calcutta.

## Perplexing Social Problems

A member of one caste cannot so much as touch an article that has been touched by someone of a lower caste. Before we could even demonstrate our product we had to assure the people of India that no human hands had ever touched the contents of a box. If one of our native agents tried to show how oatmeal should be cooked only members of his own caste could eat it, and to reach every level of society it would be necessary to select members of every caste to demonstrate to their own people. The only persons universally

trusted were the physicians and missionaries at the university, and without their assistance we would have been in a difficult situation.

Another perplexing problem before the American manufacturer relates to the eastern method of doing business. A Chinese merchant and the salesman will discuss matters concerning a sale between them, but when it comes to drawing up a contract, that is beneath their dignity. They leave it to subordinates known as "compradores." One party to a sales agreement has his own comprador who meets the comprador representing the other party. Sometimes a comprador has charge of the contracts for a number of small concerns, or he may have one large account to which he devotes all his time. In addition to drawing up the contract, each comprador guarantees that his client will carry out his part of the agreement. All this is very confusing to the American when he first starts to do business in the Orient.

## Foreign Distribution Systems

A Chinese salesman, and there are no better salesmen to be found anywhere, is called a "shroff." The shroff not only sells the goods, but he frequently goes out and collects the money. The best salesman I know is the shroff who sells for us in Shanghai; he is as forceful and resourceful a man as I ever met. As a representative of a foreign house he ranks near the top in the guild made up of merchants and salesmen. A merchants' guild, too, wields a powerful influence in commercial circles, because its members are strictly honorable in their agreements and cooperate closely. A merchant has as dignified a calling in China as anyone else.

It is hard to find a real grocer or importer who does not handle Quaker oats and other American products, or European brands of the same sort of products. Of course, the small sidewalk shops sell nothing but cheap native foods, but every large merchant has practically the same kind of articles in

stock that are found in stores in this country.

The first handler of goods from other countries is the importer, who sells either direct to the retailers or to a middle class known as wholesalers, making one additional step in the process of distribution. These distributors need practically no margin to work on, as they have strange Oriental methods of keeping down expenses which are inexplicable to Americans. I know an importer in Singapore who has three branches, one in Siam and two in the Straits Settlements, in addition to his main house. Last year his annual turnover was \$3,500,000, and his overhead was just one and one-half per cent. He has some mysterious system of cheapening handling charges and labor costs that we cannot fathom.

## Use Native Salesmen

Contrary to the popular belief, the Scotch are not the greatest consumers of oatmeal, in spite of the fact that the food originated there. There is a great deal more oatmeal consumed per capita in New Zealand than in Scotland, largely because oats grow so much better in the soil there that the people had already become accustomed to eating it in preference to wheat foods.

New Zealand, Scotland, Canada, Great Britain and the Scandinavian countries are the best markets for our goods. The Latin countries, Italy, France, Spain and Portugal, are slow to add anything new to their items of diet, much slower, in fact, than the peoples of South America who descended from them.

The Quaker Oats Company maintains offices in nineteen foreign centers. In addition, there are many traveling salesmen representing us who have desk space somewhere, but who are not considered as having regularly established offices. These salesmen travel among the retail stores, serving more in the capacity of advertising men than anything else. There are probably a dozen of them in the Orient, South Africa and Egypt.



In a number of cities our account is handled by commission houses which, besides importing our goods, are valuable in obtaining native salesmen to represent us. The Japanese salesman I mentioned was procured through our commission house in Japan. The house represents us along with a number of other concerns, but the salesman devotes his attention to Quaker oats alone. This plan is in effect in our representation elsewhere.

One of the most important points in selling for export is to watch world business and political conditions carefully. In most foreign countries there is nothing more sensitive to depression than food products. The people will keep their automobiles, but they will begin at once to economize on the food they set on their tables.

A slump in general conditions sometimes, however, works out to our advantage. If a country has been living extravagantly, a depression reduces the luxury consumption and brings the standards of living down to our level, and sales of our products increase. More often, though, they drop below our level and sales suffer, so it is essential that active touch be kept with what is going on in all parts of the world.

### Making Letters Pull

*(Continued from page 1016)*

I have gone into some length in drawing this illustration because I believe it touches on one of the great underlying secrets of making letters pull. It is very, very seldom that you pick up a letter which appreciates that need. Most writers of sales letters use up all the space available telling you how good the product is, and how much better it is than the product you are now using, but seldom, if ever, make you want a better product.

You can safely say that a sales letter is made up of two parts: first, the want-creating part that belongs in the letter itself, and second, the descriptive and confidence-creating part that can usually be done more effectively by means of a printed enclosure sent with the letter.

**T**HREE things can be done with Caxton a'd'a that cannot be done with any other advertising on a national scale.

These three things individualize the selling message with respect to the prospect, the dealer and the product, and taken together they give a'd'a selling intensity which cannot be obtained otherwise even at many times the cost of a'd'a.

Why not inquire?



THE CAXTON COMPANY

*Cleveland*

**IT IS** occasionally our job to build and operate the selling organization for our clients.

This particularly applies when the client either lacks an adequate selling organization or does not wish to divert his salesmen to the introduction of a new product.

Competent management is thus provided at the outset (*when it is most needed*), with a material saving in overhead.

**R. O. Eastman Incorporated**  
**Cleveland**  
**{154 Nassau St., New York}**

R. O. Eastman, Incorporated, is an organization devoted to the development of effective selling plans and methods, based on competent study of the business and its market. It is employed by leading manufacturers in practically every field, publishers, advertising agencies, and other service organizations. It has no salesmen, but its executives will arrange conferences with those of prospective clients to discuss their requirements.

## Traveling Sales Manager

to direct well-established sales organization of dealers and agents for one of Country's leading manufacturers of Building Specialties. An exceptional opportunity for man expert in selection and direction of dealers and agents, especially if he brings experience in the building materials or allied fields and is well and favorably known by leading architects and contractors. Not a "desk job," but one requiring continuous personal contact with subordinates and customers over practically 48 states and Canada.

Present sales organization very strong and active yet capable of still greater development under skillful direction. Manager will have fullest opportunity to initiate and handle to close individual contracts on largest projects.

Compensation, on salary and bonus basis, will attract managers now making \$10,000 to \$20,000. Write fully of experience, all communications will be held in strict confidence and interviews arranged at early date.

**Box 1065, Sales Management,  
4660 Ravenswood Ave., Chicago**

# These Plans Turned Summer Alibis Into Orders

(Continued from page 999)

earn 77 points, tear off the coupon, send it to us and we will exchange it later on for an honest-to-goodness railroad ticket good for passage to the city indicated on that coupon.

You are all men of "lawful age"—you can dope out your own "figgers" and know each week how you stand in the contest—whether you are up with the "contest train" or not.

Are you on? Just have in mind all the time that every week you want to earn "77 Points"—then, you can have the satisfaction of knowing that you will be on the real trip to the factory in July. Play safe and get some extra points salted away right now.

What have you to say about it? I'd really like to hear from you. Are you in the contest to win?

D. J. Cameron, manager of sales of The Fireproof Products Company, New York City, reports an interesting specialty contest, in which interest was maintained in summer selling by offering weekly prizes for stories of interesting sales, without regard to their size. A well-known clothing company showed their salesmen how to take advantage of the absence of competitive salesmen during certain off months. A candy company launched a new product. A live-wire jobber in New England outlined a plan for his salesmen to spend a certain length of time calling up buyers long distance just before each delivery truck would start out, in order to render special service to buyers and secure a large volume of last minute orders.

### More Effective Plans

The National Cash Register Company urged salesmen to as high as 366 per cent of their July and August quota by helping the salesmen close big orders that were hanging fire. A western distributing organization conducts special campaigns and concentrates on certain exceptionally profitable items in their line during the summer. The Riggs Optical Company of Omaha, Nebraska, according to sales manager D. W. Bradley, "point" for July, just as a football team points for a certain opponent during the season—with specially

developed campaigns and sales stimulation ideas for the salesmen. The Twinplex Sales Company used effectively a "Derby Handicap" contest among dealers, known as the Twinplex Handicap.

Methods for turning the summer slump into a summer spurt may differ in operation, but there is one thing in which all of them concur, according to this investigation. The general consensus seems to be that—

### Rules for Planning Campaigns

- (1) Whatever plan is adopted must be of such a character as to stimulate the interest of the salesmen in exerting more effort than they ordinarily would during the warm months.
- (2) Salesmen must be jarred into the realization that there are many opportunities for developing increased business in summer, and the necessity of using a summer plan must be placed before them in a dramatic way.
- (3) Messages to salesmen and instructions must be presented in an unusual and forceful way to insure the salesmen reading and using the ideas presented.

Surely everything would be rosy in the summer time if someone would uncover a plan that would give every salesman the attitude of the Burroughs salesman who went out last July and signed up a \$52,000 order before he had been in the organization long enough to know that all banks were very conservative and he could not be expected to sign up such a big order as that, especially in the summer time; or like the automobile salesman who was sent up into the Northwest to sell automobiles and did not know until after he had made a big record that automobiles were not supposed to be sold in that territory in the winter time.

# Policies That Keep Our Jobbers Plugging For Us

(Continued from page 1012)

ever gets a chance to look at this catalog.

More salesmen are earning the right to this vacation each year; just to show how much interest this event arouses, the first drive held three years ago produced \$1,623,575 worth of new business; last year the second drive produced \$2,884,175; this year, the figure was \$3,109,075. The number of winners jumped from 61 in the first year to 119 in 1925; this year 152 men will be brought in. A total of 1,213 men entered and finished the campaign this year; 6,371 new contracts were signed; 1,939 window trim services were sold. These figures are, of course, for all divisions combined.

## Hold Jobbers' Convention

Our annual convention for the jobbers themselves (a detailed account of the 1925 meeting appeared in "Sales Management" for September 19, 1925), besides furnishing the most rousing kind of a good time, is the occasion for the exchange of ideas between men from many different sections of the country, for keeping the men informed on all up-to-the-minute developments in the field of lighting and lighting markets. Through a carefully planned program, many features are presented which are designed to sell them more thoroughly on Mazda products and to educate them to the use of better merchandising and selling methods. The very fact that these men—many of them presidents and vice-presidents of leading jobbing houses, will take the time to come to Cleveland for the convention, and will invest their own money in the trip, is an indication of the spirit we have succeeded in developing among them.

These methods have built up big increases in sales of lamps for many of our jobbers. Take as an example one of our Cleveland buyers who, with our help during one month last year, put on a special window display contest among his

dealers with the result that he enjoyed the biggest lamp month in the history of his company.

Almost 85 per cent of the dealers he sells to entered the contest. The winner's sales for the week were double those of any previous week in his history, while the dealers who ranked second and third showed sales increases of 35 per cent each.

Early this year we announced our new line of five designs of inside frosted lamps which replaced forty-five old numbers. This move toward simplification and standardization which made for such big savings in handling and accounting, gave us a big new story to tell our jobbers, while the savings effected in the factories enabled us to lower prices slightly. The comment from all quarters on this move toward economy in manufacturing and selling has, in itself, given us a tremendous amount of free advertising. There is no way of telling exactly how much a change of this nature will save in a year's time, but it will doubtless run up into the millions—it means a saving from every angle, from the factory clear through to the consumer.

## After the Order is Signed

Undoubtedly, the reason why we have been able to enjoy so much favor from our jobbers is that we have not only infected them with enthusiasm for our product, but we have actually supplied the facts and plans their men need to create sales. We have given them a profitable line and we are constantly striving to help them make it more profitable. Instead of being satisfied to load them up with a heavy stock of lamps and then forget them, we consider that a year's contract for lamps is only a starting point for the work yet to be done in creating new markets and educating salesmen on methods for developing profitable dealer accounts.



## This Imprint

on your Direct Mail identifies it as having been designed for a definite purpose. The craftsmanship in the product of this organization would remain as high without an imprint. It is our "pride mark."

When you see the difference, and the greater results, you will be glad you employed

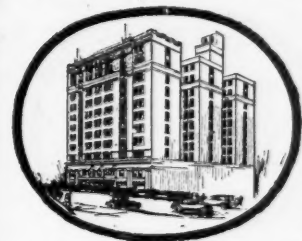
*The*  
**Acorn**  
**Press**

OMAHA, NEB.

Creators, Designers and Printers  
of Quality Direct Mail



7



## Your home in CLEVELAND

In the center of theatre, shopping and business districts. On all main motor routes. 600 large outside rooms, all with bath. Sample rooms available. Our own garage facilities. Coffee Shop served by main kitchen. Rates from three dollars.

J. L. FREE, President  
W. STILES KOONES  
Managing Director

**HOTEL**  
**WINTON**  
Cleveland

PROSPECT AT NINTH





**S**ALES managers who contend that advertising should be developed to meet their sales necessities, rather than as a thing apart, will be interested in the service rendered by The Procter & Collier Company.

## THE PROCTER & COLLIER COMPANY

*An advertising agency with a 32 year record of accomplishment*

McMILLAN ST. AT READING ROAD, CINCINNATI

25 EAST 26TH ST., NEW YORK

*Member A. B. C., A. A. A. A., Outdoor Bureau*

## YOUR MARKETS . . and how to reach them

Executives realize that markets can be divided into two major groups, (1) primary or industrial markets, and (2) secondary or merchandising markets. The explanation and location of these markets is part of the Dartnell Advertiser's Guide for 1926. How twenty-three leading industries split up their advertising appropriations is shown by means of colored charts. So far as we know this is the first time this has been done. Here an advertiser can ascertain what the average appropriation for advertising is for his business—he can learn ways to reach new markets.

The Dartnell Advertiser's Guide sells for three dollars and fifty cents. It will be sent to any rated company for examination. It will be found to be a valuable source of ideas to a president, a sales manager, or an advertising manager—if you do not agree, the Guide may be returned in two weeks and full credit will be given.

4660 Ravenswood  
Avenue

**The Dartnell Corporation**

CHICAGO,  
ILLINOIS

## How That's Mine Was Introduced

*(Continued from page 1008)*

of the famous Oh Henry candy bars and explain that the company has enlarged its capacity to the extent that it is now able to take care of additional sales on another bar. Each man carries a complete portfolio, showing all the advertising activities, a picture of the big kites, and a supply of paper stick-ers for the dealer's window.

### Use "Canned" Sales Talk

He is also equipped with samples and each dealer is offered an opportunity to taste the new candy. A carefully worked out sales talk has been prepared and every salesman is instructed to follow this prepared talk as closely as possible.

In addition to the advertising carried on during the introductory campaign, considerable sampling is done. Slices of the candy are given out in glassine bags. They do not scatter samples promiscuously, or employ samplers to walk up and down the streets and give away as many samples as possible.

While the teaser campaign is going on, arrangements are often made with some theater or dance hall manager to sample all his patrons on a certain night. One large dance hall advertised a "That's Mine Night." Samples of the candy were given to all visitors to the hall, and boxes of candy were awarded to the best dancers. On another occasion one of the large kites was anchored to a new theater and on a certain night samples were given to all visitors to the theater. One theater owner spent several hundred dollars in advertising a "That's Mine Night," to insure a big crowd being on hand for the free samples.

Another plan used in sampling is to send men through a large office building distributing cards, each of which is good for a sample if presented at the candy stand in the building. Special cards are printed carrying the name and address of the stand. "We have found that samples are appreciated a great deal more when the recipient is required to do something to obtain

them," said an official of the Williamson company. "Promiscuous sampling cheapens a product in the public's mind, it seems to us, so we always try to hook up our sampling with some activity on the part of the public.

"These campaigns are based on the successful plans which we have adopted from our experience in introducing Oh Henry. We have tried out many ideas which have failed, and many which have been very successful. The main thing in running teaser campaigns is to know just when to break the teaser and to open up the main part of the advertising. The public enjoys watching a teaser campaign. Although they know in their own minds it is the advertising of some new product, they like to think of it as a mystery as long as possible. But it is fatal to the success of a campaign to run the teaser too long. It should break just as the public's interest reaches the highest point.

#### Careful Planning Necessary

"Everything should work with clock-like precision. The various means we employ to interest the public are, after all, only details of the campaign. The big thing is hard work and lots of it. In operating a campaign of this kind everything should be planned in advance, all material should be ready and every man should have his work carefully mapped out for him. One little hitch or slip-up may affect results surprisingly."

This final comment by an official of the company outlines in a few words the reasons behind the success of the many Williamson local campaigns. Nothing is left to chance; every avenue of reaching the public is used; every feature of the campaign is carefully planned and timed, and every man has his work to do. Many teaser and introductory campaigns fail simply because of a lack of planning and because a few seemingly unimportant details are neglected.

Trade papers will be included in the campaign being prepared by Dorrance, Sullivan & Company, of New York City, for the United States Shipping Board Fleet Corporation.

## When an Omaha Man Buys an Automobile

he reads the auto ads in The World-Herald, as about everything in the auto world that's advertised is told of in The World-Herald, and nowhere else in Nebraska can you find them ALL

### Automobile Advertising in the Three Omaha Papers, 1st Five Months, 1925-1926 (Measurements by Haynes Advertising Company)

DISPLAY ADS—Inches			
	World-Herald	Second Paper	Third Paper
First 5 months, 1926	30,556	12,823	11,737
First 5 months, 1925	18,060	9,162	9,062
Gains	12,496	3,661	2,675
CLASSIFIED ADS—Inches			
	World-Herald	Second Paper	Third Paper
First 5 months, 1926	11,481	1,453	2,512
First 5 months, 1925	8,434	1,864	2,303
Gains	3,047	.....	209
Losses	.....	411	.....
TOTAL AUTOMOBILE ADS—Inches			
	World-Herald	Second Paper	Third Paper
First 5 months, 1926	42,037	14,276	14,249
First 5 months, 1925	26,494	11,026	11,365
Gains	15,543	3,250	2,884

In the first five months of this year The World-Herald's automobile advertising gains over last year were greater than the total amount of automobile advertising published in either one of the other Omaha papers in the first five months of this year.

The World-Herald published practically fifty per cent more automobile advertising in the period mentioned than the other Omaha papers combined.

And the lead of the World-Herald is just as remarkable in practically every other important classification!

## Omaha World-Herald

Has twenty-seven thousand, or seventy per cent, MORE paid city and suburban circulation than any other Omaha paper

O'MARA & ORMSBEE, Inc., National Representatives  
New York Chicago Detroit San Francisco

## BIGGER-BETTER-MORE ORDERS

With Salesmen's Samples Conveniently Carried—  
Quickly, Attractively, Displayed.

A \$100.00 Album of photographs in colors shows how many nationally known houses sell more goods—sent prepaid to any responsible concern, without obligation, except to return.



This business exists and prospers because it's the only organization in the world devoting its sole efforts to the perfection of the Sample Case **KNICKERBOCKER** "Made-Right" recognized as a powerful distinct sales producing factor.

THESE SAMPLE CASE PROBLEM SOLVERS INVITE YOU TO ADDRESS  
**KNICKERBOCKER CASE CO.**  
ESTABLISHED 1900  
226-236 N. Clinton St., Chicago, Illinois

Leaders in Advertising Look  
on This New Magazine as

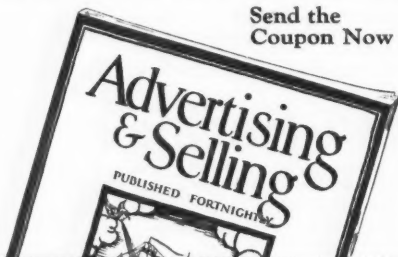
## A TEXT BOOK OF SUCCESSFUL PLANS



THIS is a magazine for executives—one that presents good, adaptable ideas on all the phases of advertising and selling; copy, media, markets, research, illustration and distribution. No school-boy stuff here, but actual experiences told by experts—tested and proven campaigns, follow-ups and record systems.

Every two weeks this new kind of magazine brings the latest practical plans to your desk. You will learn to refer to it continually—many times you will find the answer to the sales question that has been puzzling you.

Send the  
Coupon Now



Advertising and Selling,  
9 East 38th Street, New York City.

Please enter my subscription. You may bill me at \$3.00 a year (26 issues) after I have received the first issue.

Name.....

Address.....

City.....State.....92-9

## TESTIMONIALS

Speaking of testimonials, here's one we appreciate "I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you. Real service."

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation  
80 Maiden Lane New York City

An organization providing a complete service in Outdoor advertising through advertising agencies

### NATIONAL OUTDOOR ADVERTISING BUREAU

INC.  
NEW YORK CHICAGO DETROIT

### Life Insurance-Opportunity

Business men and salesmen: Have you the initiative, tact, energy and ability to make good in the Life Insurance Field if helped financially? ONLY EXTRA HIGH GRADE MEN CONSIDERED.

#### BANKERS LIFE COMPANY

80 E. Jackson Blvd., Chicago Suite 637

# Why Our Salesmen Turned in Orders Instead of Excuses

(Continued from page 1032)

I mentioned just casually that the new men would not interfere with the regular force except to fill in when some of the men were away on vacations, or possibly, to help work a territory which wasn't being covered adequately. Of course, I added, if some of the new men did show real promise there was the possibility that I might have to give them the preference in territories, or even put them in the places of older men who weren't getting as good results; it all depended upon how well they did their work for the next two months.

The results of this plan were startling from the beginning. The men seemed to forget about all the hot-weather excuses prevalent at that time of year and they dug into their work with a vengeance. When one of the recruits would bring in an order—which, I might mention, was seldom—I would jokingly tell one of the regular salesmen that he'd have to get pretty busy if he wanted to keep his territory intact, and the easiest way to frighten a salesman into working his head off is to threaten to reduce his territory.

### Salesmen Toe the Line

Out of twenty regulars, only two of them failed to turn in any sales the first week, the second week there was only one failure, the third week two, and the fourth week none. For the remaining five weeks there was only one instance where three men went without an order for a week. These averages are well ahead of those for the fall and spring months with the added stimulation of sales contests.

Another plan which worked out successfully with some of the men was to get them out of the hot, congested parts of the city. One man came into the office discouraged one evening. He said everybody was too hot to talk to him,

and when he did get to talk to prospects all they said was something about the weather.

I told this man that I was going to change his territory for a week. He was to go up to McHenry County and work out in the country.

"What business can I get up there?" he asked. "There's nobody in that part of the state who cares about buying check-writing machines."

"Maybe not, usually," I replied, "but just now the summer resorts up there are full of your prospects, and other men's prospects, from the city."

The salesman returned at the end of the week with more orders than he had taken in the city in the few preceding weeks, and, better still, he was freshened to go back at his regular territory again.

### Summer Sales in the Suburbs

A number of the men worked the suburbs last summer. During the colder months, when snow and rain make working out of the city disagreeable, they confine their efforts to downtown prospects. But it is a pleasant relief to get away from a stuffy city in the summer, and they do find some prospects who haven't been worked very hard and are ready to be sold.

A salesman brought in the gloomy reflection the other day that everywhere he went he came up against the comment that "business is so rotten we're not buying anything." He had heard this so many times that he got to believing he couldn't possibly make any sales. The next day I went out with him, talked to prospects in his regular territory whom he hadn't been calling on, and made more money for him in four hours than he had made for any week.

They were prospects he could have closed just as easily as I did, but he was so steeped in the conviction that business was poor that he hadn't bothered to call on them.



# Meeting Chain Competition

(Continued from page 1010)

large handbills printed for this sale were reproduced in the newspaper and on the screen, and each of the items advertised was shown in the show window. In these two days his sales amounted to close to \$1,000.

At the present time he is planning a "Basket Sale" for early in July which promises to be the most elaborate affair of its kind ever put on in his part of town. With each \$2.00 purchase, a basket filled with sample merchandise will be given away. He has already obtained 500 loaves of bread from a local baker, and is assured of full size boxes of matches to place in each basket. He has got in touch with thirty-one manufacturers, telling them that their samples can be placed in the baskets and will be widely advertised. Over 25,000 samples had been promised him by the middle of June and he expects to have more than 50,000 by the time of the sale.

## An Unusual Sampling Idea

Mr. Paik is not only willing but anxious to make use of manufacturers' samples and advertising helps. In his circulars he advertises the fact that samples, cook books and recipes will be given away free with each purchase, and he sees to it that this promise is fulfilled by placing literature in each bag or basket leaving his store. The manufacturers submitting samples for the Basket Sale not only are getting the advertising value through their merchandise, but they are assured that their dealer helps are reaching the consumers. The only expense Mr. Paik will stand is the cost of the baskets at 6½ cents each and his advertising expenditures; he expects to do a business of well above \$1,000 during the sale.

His sales for the month of January were \$15 below those for January of the previous year. His plans for competing with the chains on a price basis had not yet begun to take effect, but during February, after his special sales had made an impression he showed

an increase of \$460 over the same month in 1925. During May his gain was \$708. His prices throughout the first four days of the week are just about level with those of the chains, and on Fridays and Saturdays his prices on the nine items featured usually are well below them.

"I always sell sugar at cost or lower than cost," Mr. Paik said. "The advertising value of this practice is worth many times what it costs me. One day at a meeting of the Milwaukee Retail Grocers' Association—I've been a director of the association for a number of years—some of the members told me that it was bad enough to have the chains cutting prices all over town without some of our own members doing the same thing.

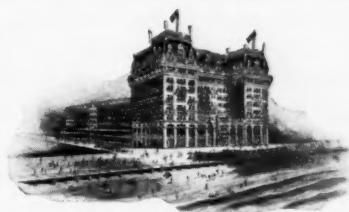
## Does Cash Business

"What if I did lose a dollar on a bag of sugar?" I asked them, 'or even three or four dollars. How many wouldn't be willing to spend four dollars to make a hundred? There wasn't a comeback. Why should I keep prices up when I don't have to? I'm doing business in a chain store, cut-price neighborhood, and nothing else gets the trade.

"My overhead is lower than the chains, since they are paying from \$1,000 to \$1,200 a month rent for locations on a main business street one block west while I own my own building on a corner just a short distance away. Their cost of clerk hire is higher than mine and I can buy my goods at prices almost as low as they can. I would be foolish not to follow up these advantages and offer my goods at the lowest prices possible.

"Five years ago I stopped opening charge accounts. At the present time there are only twelve accounts on the books, and these are allowed only to sure-pay customers who have been buying from me since before the new rule went into effect.

Pursuing the directly opposite course, practically all of Aleck Pfeiffer's business is done on



## The Breakers

Atlantic City, N. J.

Right on the Boardwalk

Preferred—

in winter and all season — by those who know and want the best—either upon the American or European Plan—and sensible rates withal. Sea Water Baths—Golf Privileges — Orchestra — Dancing Garage on Premises

Joel Hillman  
President

Julian A. Hillman  
Vice-President

## LITHOGRAPHED LETTERHEADS

Produced in Black Ink on  
No. 1 20-LB. WHITE BOND

**\$1.20 Per Thousand**

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads. Send for lithographed samples of companies whom we are serving.

100 M or over	\$1.20 per M	25 M lots	\$1.45 per M
50 M lots	1.25 per M	12½ M lots	1.70 per M

[Minimum quantity 12½M]

Engravings made at actual labor cost

**PEERLESS LITHOGRAPHING CO., Inc.**  
1718 No. Robey Street, Chicago, Ill.

## Spanish Printing



or Portuguese for South American trade. Send us your English copy—we translate and print. 30 years experience Foreign language printing.

## JOBSON PRINTING CO.

647 W. Hill St. Louisville, Ky.  
"Our Printing Will Please You"

A SERIES of three mailings, written for Robert H. Ingersoll, on his new Dollar Stropper pulled over \$75,000 in orders and the end is not yet.



**W. A. OLDRIDGE**  
501 Fifth Ave., New York, N. Y.

"Writer of Successful Selling Sales Letters"

credit, and 90 per cent of it over the telephone. Some days his sales will run as high as three or four hundred dollars and not more than half a dozen people will come into the store.

"Just to show you how different this store is from most grocery stores, I might mention the difficulty I have in finding clerks who know how to handle my class of trade," he said. "For about six weeks I had been looking for a man to take charge of counter sales and to handle orders over the telephone. I finally found a young fellow of about thirty who had worked in grocery stores for the past ten years; he knew all about the business and seemed to have done very good work for some of his other employers.

#### Obtaining Telephone Orders

"For the first three days he was with me I didn't let him talk to customers over the phone at all, instructing him to listen to the way I talked to them and try to learn how they should be handled. On the fourth day I put him at the phone, and he hadn't said five words to his first customer until she interrupted to ask him if I was there.

"This clerk didn't last quite two weeks. He was at a loss to know how to treat the customers, and, although he was a fair groceryman, he would never do in this store. There is a certain art about taking telephone orders which can only be acquired after long practice and contact with the same people. Some of them like to gossip for a while before getting down to business; others prefer to give their orders right away.

"There is a different way to handle each customer. I read the newspapers for items concerning any of my customers, and when one of them has a new baby, or someone in the family is sick, or somebody else has been away on a trip, I mention it when I talk with them. The second and third generations of some of the families in the east side are now trading at my store, and as long as they receive the same sort of service they have always been getting, I am not worrying about the chains taking them away from me."

1056

## Personal Service and Supplies

Classified rates: 50¢ a line of seven words; minimum \$3.00. No display

### EXECUTIVES WANTED

**SALES EXECUTIVE WANTED WHOSE** experience adapts him to handle an office appliance of a \$5.00 and \$10.00 unit of sale; to organize New York sales force; act as Field Organizer on General Agencies; and collaborate with General Manager in formulation of plans and policies in National distribution. Preference given man who could take a financial interest in closed corporation. Right man would be given opportunity to pay for stock in part from salary. This is an opportunity to get in on the ground floor with a successful sales executive who has too big a job for one man and is willing to share profits with a capable co-executive. H. C. Tuttle, Pres., 19 Madison Ave., New York.

**WANTED—EXPERIENCED SALES EXECUTIVE** by manufacturer of men's furnishing lines. Experienced man who can sell the line direct to the retail men's furnishing dealers, train men to sell, and build up and maintain a National Sales Organization. Give experience, references, with application. Address, Box 1063, Sales Management, 4660 Ravenswood Ave., Chicago.

**IF YOU ARE OPEN TO OVERTURES FOR** new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

### POSITIONS WANTED

**PACIFIC COAST REPRESENTATION**—What have you to sell in California and the West Coast? I offer the services of an experienced, resourceful specialty salesman familiar with all the fundamentals of successful selling and with the necessary qualifications to interest and develop new business. A record of production covering a period of 10 years that invites closest investigation. Open for either a part time manufacturer's representative or exclusive salesman on commodities of merit. Personal interview solicited. Box 1061, Sales Management, 4660 Ravenswood Ave., Chicago.

**EXPERIENCED SALES EXECUTIVE**—36 years old, now connected with old established Chicago manufacturer—can build up, train and maintain producing sales force selling to dealers or jobbers—with present concern for 5 years—leaving for personal reasons. Interview or correspondence requested. Address Box No. 1056, Sales Management, 4660 Ravenswood Ave., Chicago.

### SALES PROMOTION

**\$50 TO \$50,000 DAILY SALES DEVELOPED** during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

### SALESMEN WANTED

**SALESMEN—EXPERIENCED IN SELLING** laundry trade, to introduce detergent that eliminates use of alkalis. Outline experience, territory covered and full particulars. If you have confidence in your ability to sell a real "find" to laundry owners, we can make it worth your while. Hatch Detergent Co., Not Inc., 360 N. Michigan Ave., Chicago, Ill.

## Index to Advertisers

	PAGE		PAGE
Acorn Press .....	1051	Liberty Magazine .....	992-993
Advertising & Selling Fortnightly.....	1054	Literary Digest .....	1030
American Multigraph Sales Company.....	1026	McGraw-Hill Company.....	990-991
Atlanta Chamber of Commerce.....	1041	Milwaukee Journal .....	1017
Bankers Life Co.....	1054	National Outdoor Advertising Bureau.....	1054
George Batten Company.....	988	Nebraska Daily Newspaper Assn.....	1047
Birmingham News .....	994	New Orleans Times-Picayune.....	1022
Breakers Hotel .....	1055	New York American .....	1018
Caxton Company .....	1049	New York News .....	1014
Chicago Daily News.....	985	New York Herald-Tribune.....	1025
Chicago Evening American.....	Cover	New York Times .....	987
Chicago Tribune .....	Cover	Oklahoma Farmer-Stockman .....	1037
Christian Science Monitor.....	1029	W. A. Oldridge .....	1055
Cincinnati Enquirer .....	1021	Omaha World-Herald .....	1053
Cleveland Press .....	Cover	Peerless Litho. Co. ....	1055
Commerce Photoprint Company.....	1054	Procter & Collier .....	1052
Cosmopolitan Magazine .....	998	Salesmanship Digest .....	1052
R. O. Eastman, Inc.....	1050	Scripps-Howard Newspapers .....	1035
J. J. Gibbons .....	1056	St. Louis Post-Dispatch.....	1032
Good Housekeeping .....	997	Studebaker Corp.....	989
Hertz Drivurself System, Inc.....	1043	J. Walter Thompson Co.....	1013
Jobson Printing Company.....	1055	Time Magazine .....	1039
Knickerbocker Case Company.....	1053	Western Warehousing .....	986
		Hotel Winton .....	1051

## "GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents

TORONTO

MONTREAL

WINNIPEG

SALES MANAGEMENT—JUNE 26, 1926

N —  
the  
peri-  
miliar  
elling  
erest  
oduc-  
vites  
part  
usive  
sonal  
age-

36  
ished  
and  
deal-  
or 5  
view  
No.  
Ave.,

PED  
mail  
an  
Fifty  
epre-  
three  
each,  
Man-  
for  
ood-

ING  
limi-  
erri-  
have  
ind"  
your  
N.

PAGE  
993  
030

991  
017

054  
047  
022  
018  
014  
025  
987

037  
055  
053

055  
052

052  
035  
032  
989

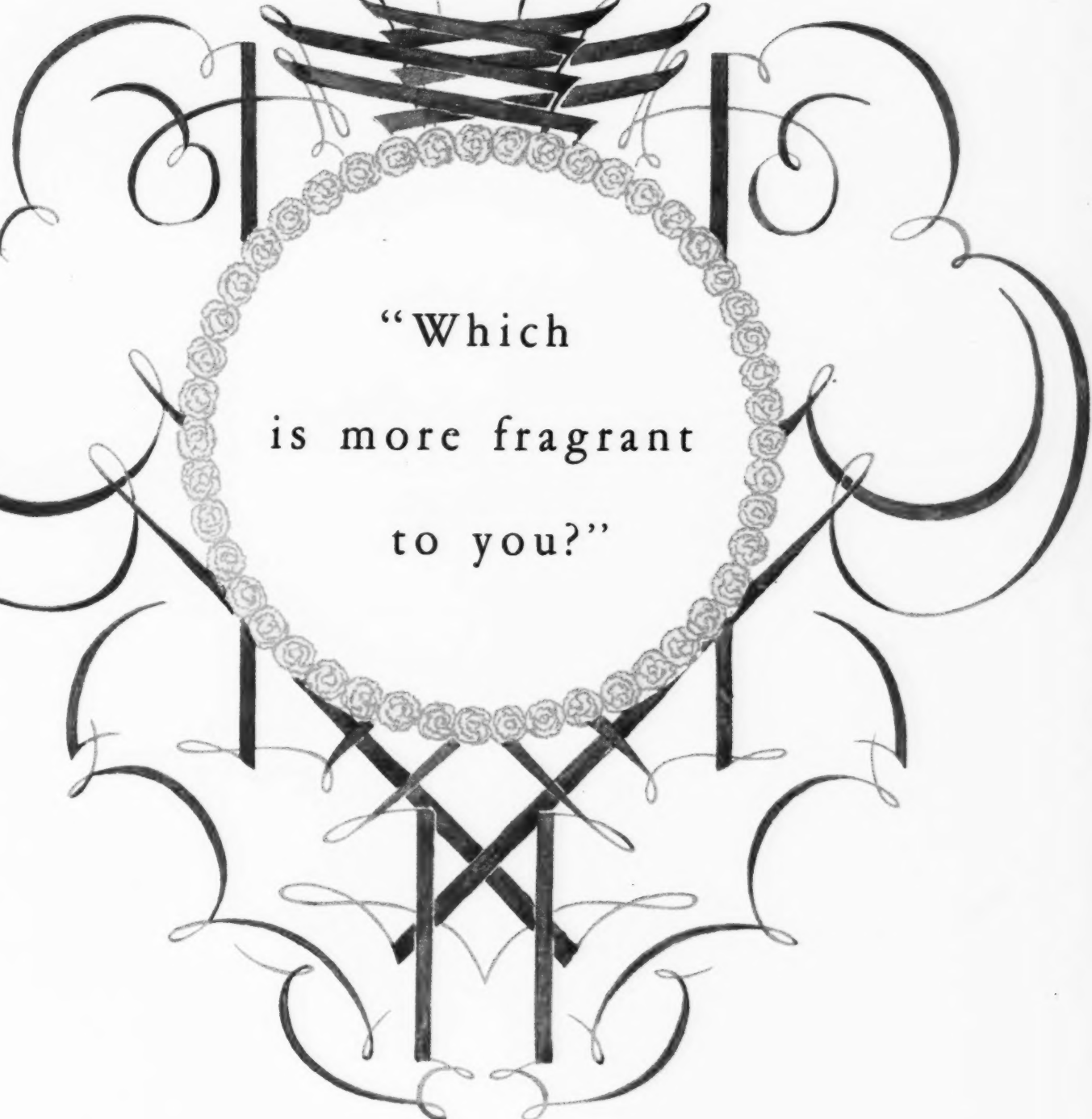
013

039

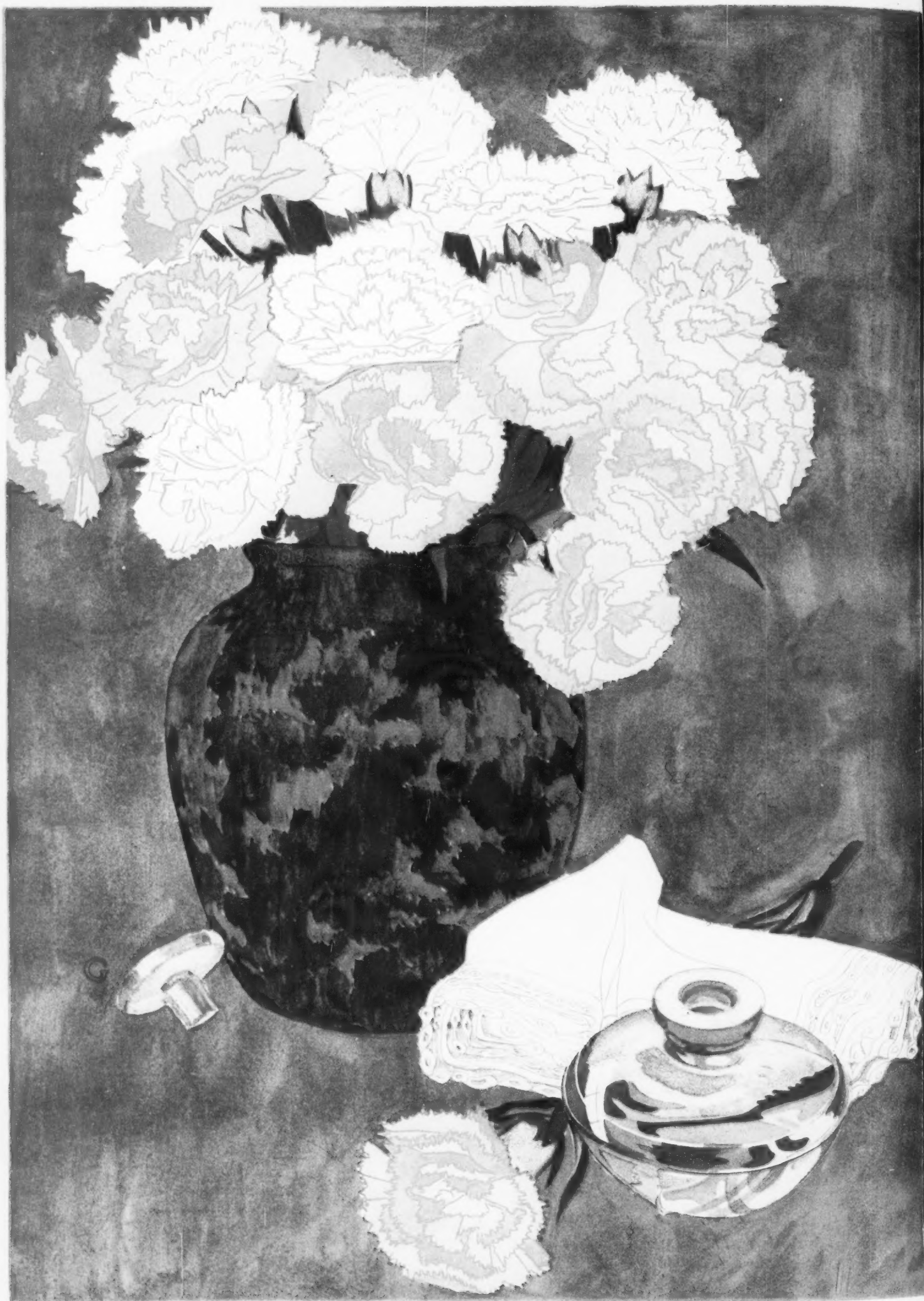
986  
051

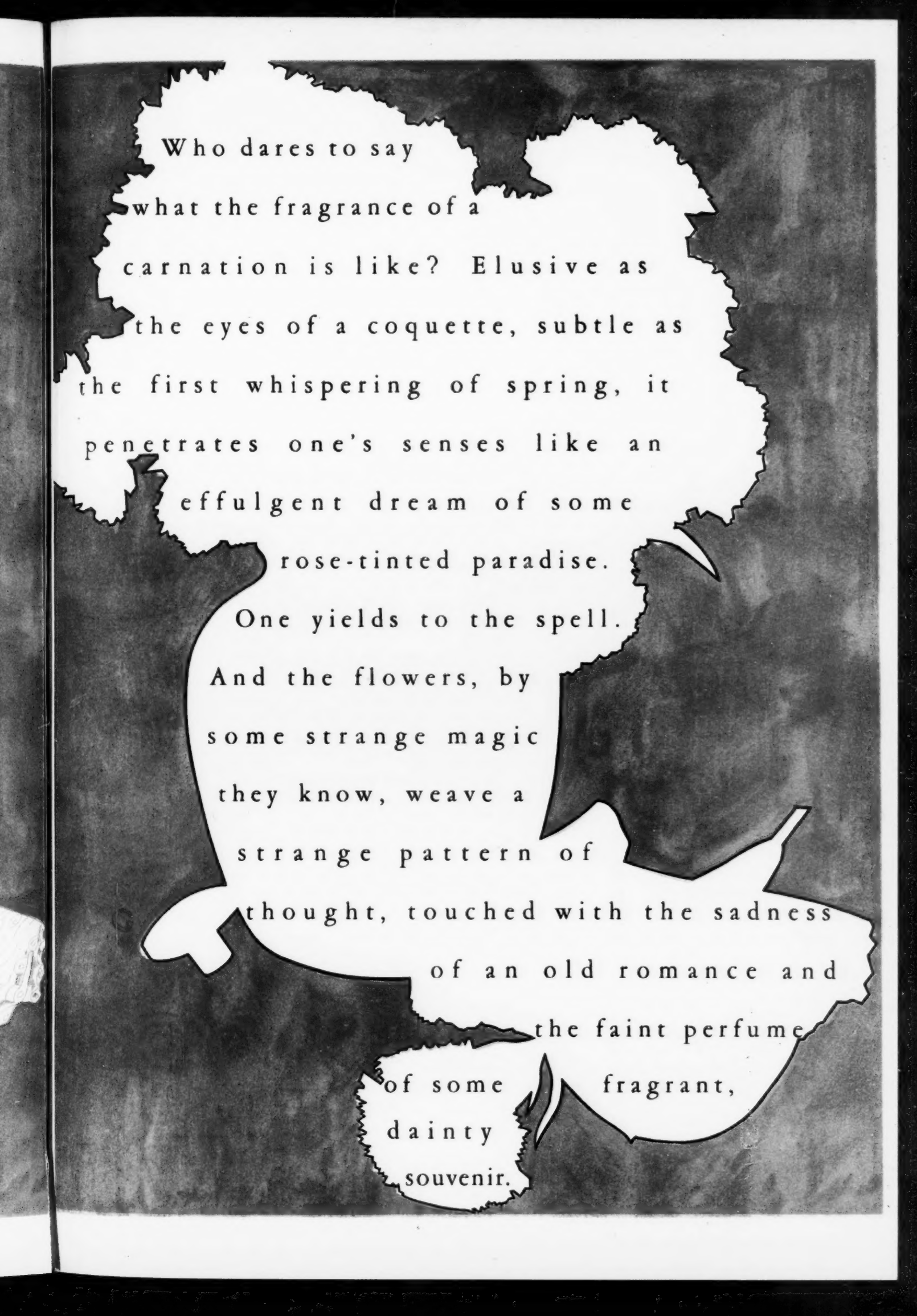


"Which  
is more fragrant  
to you?"









Who dares to say  
what the fragrance of a  
carnation is like? Elusive as  
the eyes of a coquette, subtle as  
the first whispering of spring, it  
penetrates one's senses like an  
effulgent dream of some  
rose-tinted paradise.

One yields to the spell.

And the flowers, by  
some strange magic  
they know, weave a  
strange pattern of  
thought, touched with the sadness  
of an old romance and  
the faint perfume  
of some dainty  
souvenir.





# THE OUTLINE OF THE HISTORY OF THE POSTER

While the poster is one of the most modern and effective methods of selling goods, the form of it, that

extreme simplification which makes it so catchy and quick-acting, goes back two thousand years.



1—In the first century the Chinese cut stone reliefs so vigorous and so simple that some of them could be used for advertising today.

2—A few hundred years later the Japanese made prints that have inspired some of the best modern poster artists.



3—In every museum are old jars and vases, dug up in Greece, with friezes of gods and heroes fighting the Trojan and other wars, that are still full of life after eighteen hundred years. War was the chief business in those days. Fighters were business men. These were their advertisements.



4—In the pavements of English churches are brass slabs, with bishops and knights done on them in black and red. These are live advertisements of dead great ones.

5—In those times people went around with devices on their shields and shirt fronts, to advertise the fact that they were of noble blood. The Heralds' College had some good poster artists in those days.





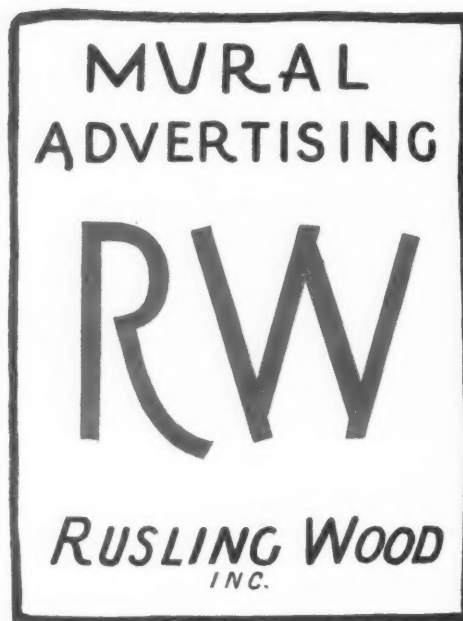
6—Finally, there were the silhouettes, the popular portraits in 1700, whose shapes in color have so strongly influenced the poster designing of today.

7—Then, in the days when trade was becoming important, over the door of every shop and inn was a wooden poster, a sheaf of wheat for the bake shop, three balls for the pawnbroker, a bush for the wine shop, a pestle and mortar for the chemist.



The striped barber pole is a reminder that barbers were once surgeons, and the sign a blood-stained bandage. The common people read as much in the old days as they do now, which is not at all. You have to sell them with signs.

And all this two thousand years of experiment with eye-catching, message-delivering designs is at the disposal of the manufacturer shrewd enough to employ a sign maker capable of choosing the best way of presenting his message in a poster.



Entire contents of this insert Copyright 1925 by Rusling Wood.

RUSLING WOOD, INC.

218 William Street, New York

# READERS— AND BUYING READERS

**T**HE home reader is the buying reader, as a rule, and that is why The Chicago Daily News is the most productive advertising medium among all the Chicago daily newspapers.\*

The Daily News is Chicago's home newspaper—more than 90 per cent of its 400,000 daily average circulation is printed after 1:30 p. m., and it goes into the hands of the homeward bound and into the home. More than 94 per cent of The Daily News circulation is concentrated in Chicago and its suburbs.

Here is a combination of powerful appeal to the advertiser who looks upon advertising as an investment—one of the richest, most compact markets in the world, reached through a single medium—

## THE CHICAGO DAILY NEWS

*First in Chicago*

\* In the first eleven months of 1925 The Daily News published 14,280,705 agate lines of display advertising—a greater volume than was ever before published in any Chicago daily paper in the same period. The next highest daily lineage record in Chicago for this period of 1925 was 11,787,804 agate lines.

# Omaha

and its *FIRST*  
newspaper

# The World Herald

**FIRST** in advertising—  
National, Local and Classi-  
fied.

**FIRST** in circulation—  
City, Country and Total.

**FIRST** in volume of news  
matter published, Daily and  
Sunday.

**FIRST** in features and  
of course quite naturally  
**FIRST** in results regardless  
of the product advertised.  
This is not a "flash in the  
pan" record, but a month in  
and month out, year in and  
year out performance.

There are but very few newspa-  
pers in the country having so com-  
plete a coverage in the cities in  
which they are published as that of  
the World-Herald, which has a  
greater Omaha circulation than there  
are families in Omaha, and a greater  
Omaha circulation than number of  
families served by any public service  
corporation. The World-Herald cir-  
culation is overwhelmingly concen-  
trated among the people living in  
Omaha and the people living within  
easy reach of the Omaha stores. In  
other words, World-Herald readers  
**BUY IN OMAHA.**

*The National Advertiser can  
cover the Omaha Market thor-  
oughly and economically with  
an exclusive campaign in the*

# Omaha World-Herald

November Paid Circulation:  
Daily Sunday  
107,045 108,761

**O'MARA & ORMSBEE, Inc.**  
National Representatives  
New York Chicago Detroit  
San Francisco

## This Issue at a Glance

*For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading*

### ADVERTISING

"What the Federal Trade Commission is Driving at in the Four-A Case," is a summary of the charges preferred by the commission against members of the American Association of Advertising Agencies and a number of the leading publishers' associations, as presented in the reply-brief of the commission's counsel. Page 19.

A recent issue of *Sales Management* carried an article called "All This Wild Advertising for Salesmen," which decried the use of wild statements concerning one-day and one-week earnings in the effort to recruit salesmen. Oscar K. Pile, of Feltman & Curme, in this issue comes back with some constructive suggestions for attracting men to sales work from other businesses, rather than attempting merely to divert them from one sales organization to another. Page 31.

### BUYING POLICIES

The United Alloy Steel Corporation sent out a letter this year to all firms from whom the company purchases supplies, asking that no Christmas presents be given to any employee of the company. The "pros" and "cons" of this question of policy are discussed in an article, "When the Salesmen Try to Play Santa Claus." Turn to page 45.

### DEALER POLICIES

Three stunts which have been worked out by the Majestic Manufacturing Company of St. Louis have proved unusually effective in helping their dealers sell more stoves. Carl E. Sommer, vice president of the company, describes these three stunts in an article in this issue of *Sales Management*. One is a "Walking Cake Demonstration"; another is a children's day idea, and the third is a sales school for retail clerks. Page 23.

### FIELD TACTICS

Guy C. Ellis, president of the Guy C. Ellis Company of Detroit, believes in getting out into the field with his men in order to help them become better salesmen and to gain a better understanding of market conditions himself. In an article on page 17, he relates some of his experiences in working with salesmen.

### HANDLING SALESMEN

Almost every sales organization has one or two members in it who, every week or two, hatch some new idea for improving the style of the line, for changing the compensation system, reorganizing the advertising department, or making some other change in house policies. How to handle these well-meaning pests is discussed in an article by Morgan P. Wood. Page 37.

### LEGAL MATTERS

"Why 7,000 Imitators of Coca-Cola are in the 'Copy Cat's Graveyard,'" is another article in the series by Roy W. Johnson, covering the experiences of various companies in fighting infringement in brands, packages, trade marks, etc. As in all the other articles, the evidence pre-

sented here shows that what Mr. Johnson terms "copy-catting" simply does not pay. Page 27.

### MARKETS

"Bright Spots in Business" for the first quarter of 1926, are covered in the reviews of present business and industrial conditions in forty principal markets in the United States. Reports from nearly all quarters point to at least a 10 per cent increase in sales during the first quarter of the year. Among the markets which promise good results from sales effort at this time are: Chicago, Detroit, Dayton, San Francisco, Boston, Atlanta, Birmingham, Cincinnati and Akron. Page 48.

### SALES ORGANIZATION

Somewhat like a Horatio Alger story reads the history of the Oil Burning Engineering Company of Detroit, an organization which has grown from nothing to a million a year in three years' time. It is backed by four young men who had the ability to sell and to organize—and D. G. Baird in this issue has recounted some of their experiences in building up an organization which outsold every competitor in oil burners in Detroit last year. Page 41.

### SALES POLICY

At a time when the Lincoln Products Company was riding on the crest of a wave of prosperity, when the auditors presented glowing figures showing how profits could be tripled in one year, E. C. Guthard, president of the company, chose instead to follow a safe, sure sales plan calling for only a modest increase in profits. And that policy saved the company from a possible petition in bankruptcy. Mr. Guthard tells in the lead article in this issue how many companies over-expand when business is good and thus plant the seeds of failure. He points out that a business which pushes for sales out of all proportion to what is a normal increase, is sailing in dangerous waters. Page 15.

"New Problems in Radio Selling" is the title of an article which discusses some new tendencies among radio manufacturers in the selection of dealers. Among those who contribute experiences are: P. G. Parker, Radio Corporation of America; R. H. Woodford, Stewart-Warner Speedometer Corporation; N. A. Fagen, The Zenith Corporation; Charles P. Hindringer, Lyon & Healy; H. S. Rector, Beckley-Ralston Company; C. L. Sleining, Howard Manufacturing Company; and David H. Lipsey, Mohawk Electrical Corporation. Page 25.

The United Autographic Register Company of Chicago, undertook the delicate task of cutting down the territories of their salesmen, with the result that sales have shown a healthy increase and the salesmen are drawing bigger commissions. In the Chicago district thirty men are now working where fourteen had worked before. "Smaller Territories Pay." Turn to page 33.



# The Babbitts

*(Richest family in the world!)*

This famous family spent millions of dollars for Christmas—and has much money left. *More money left than ever before!*

They're friendly right now, these Babbitts. The year has been kind to them, so kind that even the holiday buying splurge left them prosperous.

Everybody has money,  
everybody is spending it!

Right here in Chicago more than a million people read the Herald and Examiner every week day. Rich and poor and in between, they are nice people to know, because they, too, have money—and spend it.

CHICAGO  
**HERALD & EXAMINER**

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.

5 Winthrop Square, BOSTON, MASS.

# Equipment Raw Materials Supplies

The Editorial Departments of these publications have received from the readers figures on their 1926 spending for their needs.

Your type of product may have been mentioned by these readers. If you advertise it properly, you give them a chance to buy it.

## BUILDING SUPPLY NEWS

## BRICK *and* CLAY RECORD

## CERAMIC INDUSTRY

Send for a brief of these figures as they affect your product. You may be pleasantly surprised.

INDUSTRIAL PUBLICATIONS, Inc.  
407 S. Dearborn St. Chicago

## This Issue at a Glance

*For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading*

### ADVERTISING

The "New Day" Jewett car was introduced to the American public through a whirlwind three weeks' "teaser" campaign which cost the company \$175,000. The overwhelming success of the plan is indicated by the fact that this consumer advertising pulled 4,000 dealer inquiries of a high grade all within the twenty-one days the blind advertisements ran. Page 111.

### CONVENTIONS

What was probably one of the largest automotive conventions ever held in the history of the industry, was held two weeks ago by Dodge Brothers of Detroit. The contracts signed for car and truck deliveries during 1926 exceeded by a wide margin all past records. An interesting development of the convention was the announcement by a representative of Dillon, Read & Company, that two Dodge dealers would soon be appointed to the board of directors of the company, and that, in the future, the dealers would always have some representation on the management body. Page 87.

### DIRECT MAIL

The department formerly known as "Better Sales Literature" assumes a new title beginning with this issue—"Printed Things." It will deal as before, with successful sales literature plans of various types, but will try to show, specifically, how each piece of literature discussed solved some particular problem for the sales or advertising department of the company which made it. Some of the literature discussed in this section includes: a plan used to sell bankers by the Todd Protectograph Company; literature which helps to keep the buyer sold after the sale is made; quality printing used by the Upson Company to sell a quality idea; methods for cashing in on news values; and a monthly merchandising plan of Mutschler Brothers Company of Nappanee, Indiana, to help dealers push the product. Page 113.

### DISTRIBUTION

The Auto Strop Razor Company, faced with the problem of getting as many of its razors as possible in the hands of consumers in order to cash in on the blade business, found a vast new market in selling quantity lots of razors to companies for use in good will building and sales promotional work. Details of the plan are told in an article on page 95.

### THE SALES OUTLOOK

"1926 Sales Developments as I See Them," is the title of an article by Harry R. Wellman, professor of marketing, Amos Tuck School, Dartmouth College, Hanover, New Hampshire, which reviews some of the principal sales developments of the past year and points out some of the new problems of distribution which are bound to arise in the coming year. Direct selling, time payments, chain stores, and price cutting are some of the factors he touches upon. Page 79.

### SALES LETTERS

The letters of "Bill" Galloway, president of the Galloway Company, Waterloo, Iowa, are known to farmers all over the Middle West for a quality all their own. In an interview with Eugene Whitmore, Mr. Galloway tells how he writes letters which have a record of closing a high per cent of inquiries. "Twelve Ways to Make Sales Letters Pay." Page 81.

### SALES POLICY

A. G. Morse & Company, candy manufacturers of Chicago, found 6,000 names on their transfer ledgers which represented "dead" accounts. A special campaign in which a direct mail campaign was closely coordinated with the activity of the salesmen in the field, put 1,800 of these dealers back on the company's books. Details of this special drive are included in an article on page 85, together with a description of a good plan used by the company for keeping the closest possible tab on dealers.

The fifth of a series of articles by Gilbert H. Montague of the New York Bar, on sales policies and the anti-trust laws, appears on page 91.

"The Story of the Smith Brothers and Their Cough Drops" is a discussion of some of the policies which have built the Smith Brothers' distributing organization to the place where it claims 750,000 retail outlets. How the company capitalized on the popularity of an old trade mark in their advertising and sales plans is told in this interview with J. S. Bates, vice president of the company. Page 107.

### SALESMANSHIP

Reaching the buyer who has the authority to say "yes" or "no" is a problem every salesman in almost every line meets frequently. The way one salesman has solved this problem—D. A. Burkett, of the Underwood Typewriter Company of Dallas, Texas, says the best way to meet this problem is to begin at the top and work down. Page 88.

How salesmen who sell products which are too unwieldy to carry about in sample form can add interest and action to their sales talks, is illustrated in a stunt used by the Northwest Engineering Company, of San Francisco. This company sells excavating shovels, and they have built a toy model of one of their machines for demonstration purposes. Page 96.

### WINDOW DISPLAYS

What can a manufacturer put into his window display that will make the dealer eager to put it into his window? Successful display plans used by the Bassick Manufacturing Company, John F. Jelke Company, and the Glessner Medicine Company are described in an article on "Putting a Sales Kick in the Window Display Program." Page 99.

# The 50th Anniversary of The Chicago Daily News

**F**OUNDED fifty years ago, when Chicago was rising from the ruins and ashes of the Great Fire of 1871, The Chicago Daily News has measured its own growth by that of the city of which it has been a part. Stride for stride it has marched abreast of the industries, the commerce, the influx of capital and the growing population which have made Chicago the Fourth City of the World.

The Chicago Daily News has held consistently to its original purpose to publish a good newspaper, sincere in its convictions, enterprising in its newsgathering, and independent in its advocacy of all that best serves the public interest. It aims to print only true news—clean news. Its practice is to exclude from its columns all advertising that does not tell the truth.

Its editorial policy is based on a full recognition and acceptance of a moral responsibility to all the people, irrespective of racial, political, religious and industrial distinctions. While always giving in full measure news, entertaining features and special articles suited to the tastes of every type of reader, The Daily News takes special pride in reflecting and promoting those new and joyous aspects of life that are instinct with youth and youth's progressive purposes.

Under these convictions and policies of administration The Chicago Daily News has steadily developed as an institution of ever broadening public service. The public has rewarded it with its confidence and an increasing measure of support in both circulation and advertising. Its circulation at the end of its first year, 1876, was approximately 10,000. Its daily average for the year 1925 was approximately 400,000 concentrated to the extent of 94 per cent in Chicago and its suburbs, distributed wherever Chicago citizens build their homes.

Because of the generous confidence and support of its readers The Chicago Daily News ranks among Chicago daily newspapers as the leading advertising medium of Chicago merchants and Chicago business interests generally.\*

## THE CHICAGO DAILY NEWS

*First in Chicago*

\*In 1925 The Chicago Daily News was the only daily newspaper in Chicago to publish over 20 million agate lines of advertising (the exact figure is 20,483,166), and was the only Chicago daily newspaper to publish over 1 million separate "want-ads" (the exact figure was 1,001,598). It is of added interest to advertisers that the 1925 figures show a gain of 899,796 agate lines over 1924 and 72,152 more "want-ads" than in 1924.

Figures furnished by the Advertising Record Co., an independent audit bureau maintained by all Chicago newspapers.



# OMAHA

## Manufacturing and Wholesaling Increased Thirty- Four Per Cent in the Last Five Years

Factories and wholesale houses of Omaha produced and distributed merchandise valued at \$900,000,000—almost a BILLION DOLLARS—during the year 1925.

This great volume of business represents an increase of thirty-four per cent in the last five years—an actual cash increase of two hundred and thirty million dollars made in the face of falling prices and other nationwide conditions incident to post-war adjustment.

It is an increase of thirty-five million dollars over the year 1924.

Eighty-five different classifications of the manufacturing and wholesale industry of Omaha did a business of a million dollars or more during the year.

This rich field can be covered with the use of one newspaper—the World-Herald. It has a greater Omaha circulation than there are resident phones, water meters, gas meters, electric light meters or homes!

**Total Circulation**  
**108,000 Daily**  
**110,000 Sunday**

## Omaha World-Herald

**O'MARA & ORMSBEE, Inc.**  
National Representatives  
New York Chicago Detroit  
San Francisco

# This Issue at a Glance

## FEDERAL TRADE COMMISSION

In the recent decisions on the Four-A case, the Federal Trade Commission again recorded a split vote, and a minority opinion has succeeded the first report of the commission on this case. Details are given on page 174.

## HANDLING SALESMEN

Several sales managers tell how they handle the salesman who hits the high spots—the fellow who can't be made to work his territory thoroughly and systematically—in an article in this issue of *Sales Management*. Page 194.

Prominent executives contribute opinions and experiences to a symposium on "What is a Fair Expense Account?" Just what items is the house justified in ruling out? Are entertainment, taxi service and laundry bills to be chargeable to the house? Is a fixed allowance better than the plan of itemizing accounts daily? These are some of the questions the article touches upon. Page 165.

The president of a Chicago manufacturing company says that salesmen are not earning enough. He claims that too many sales organizations are cluttered up with half-failures who have no vision of their real opportunities, no plans for the future, and no ambition. How he changed this condition, which he frankly admits existed in his own organization, is told in the article, "Bigger Earnings for Salesmen" on page 161.

## HIRING SALESMEN

One of the most acute of present-day problems among sales executives is that of turnover on the sales force. In an article in this issue, Eugene Whitmore sums up ten tested rules for the hiring of men which will help cut down the turnover in any sales force. Page 166.

The North Ridge Brush Company of Freeport, Illinois, has quit advertising for salesmen. The reason, as explained by J. Henry Nortridge, president of the company, is that the company feels it no longer can compete with the exaggerated claims of the "\$666 the first week" school of advertisers. Page 178.

## PRINTING

The sales manager who must handle direct mail and advertising is often puzzled over problems of engraving. "When Good Illustrations Go Bad" is the title of an article by Roy F. Irvin which includes some A B C's of halftones and zincs. The hints in this article will enable the novice to order engraving more intelligently. Page 171.

## SALES DEPARTMENT OPERATION

The Machinists Supply Company of Chicago some time ago put in a complete card system and a clerk whose entire time was taken up in keeping this file up to date. Then they decided to make their salesmen keep their own records in order to keep more closely in touch with their own accounts. Since the salesmen have done this, sales have increased 10 per cent and costs have shown a pleasing drop. Page 183.

## SALES ORGANIZATION

Since the recent broadscale real estate developments in Florida, many executives who have felt curious as to the methods of operation of some of the big real estate companies, will be interested in an account, in this issue, of "How the Wheels Go 'Round in the Coral Gables Sales Offices." Page 173.

## SALESMANSHIP

The Barber-Greene Company of Aurora, Illinois, makers of heavy machinery, has solved the demonstration problem in their business through the use of films. These miniature movies show their machinery in operation under all sorts of conditions, and a film may be chosen out of the "film library" to touch closely upon almost any buyer's particular problem. The films are carried by the salesman constantly, and they are reported to have materially increased sales for the company. Page 169.

Are salesmen too much inclined to think an inquiry represents a sale already made, rather than merely as an opportunity to exhibit some real salesmanship? "Why Salesmen Muff So Many Inquiries," an article in this issue, says they are—and that is the reason why so many live prospects join the dead prospect list. Page 179.

That it is possible to sell big orders if the salesman is willing to do a little constructive work and to educate his buyers in the proper way, is shown in an article, "Simpson Tells How United Drug Men Sell Big Orders." In this article, H. L. Simpson, sales manager of the United Drug Company, relates an unusually interesting account of what one of his salesmen did in a small town out in Idaho. Page 187.

## SALESMEN'S COMPENSATION

A bonus plan worked out by the Durham-Duplex Razor Company has leveled out the peaks and valleys in the activity of the company salesmen, for it puts a premium on consistent production. This plan is described in an article on page 204.

A profit sharing plan has resulted in cutting down credit losses and in the salesmen taking a prime interest in selling the articles in the line which bring the most profit to the house, according to a report by Ruel McDaniel, of some recent experiences of the Walter Tips Company. The plan is described on page 197.

## TRAINING SALESMEN

The Vacuum Oil Company of New York City has trained its salesmen to make a solicitation which not only involves a complete and very technical survey of the machinery problems of every prospect, but enables the men to sell their product on the basis of a year's supply and makes it possible to concentrate business on the better grades of oil. Details of this plan are given in an interview with Charles E. Arnott, vice president of the Vacuum Oil Company. Page 163.

# "GEORGETTE"

receives more than 1800  
letters every week from  
readers of the daily Herald  
and Examiner asking for  
helpful advice about dress.

Woman interest—

PLENTY of it.

## CHICAGO HERALD & EXAMINER

*NEW YORK: 1819 Broadway    SAN FRANCISCO: Monadnock Bldg.  
5 Winthrop Square, BOSTON, MASS.*

# HERE ARE BUYERS OF EQUIPMENT!

A. B. C.

A. B. P.

## BUILDING SUPPLY NEWS

is read by the merchants of the building industry who buy motor trucks, bodies, trailers, tractors, loaders, unloaders, all types of conveyors, cranes, storage systems, office appliances, etc. They handle an immense tonnage of aggregates, and need heavy material handling equipment.

A. B. C.

A. B. P.

## BRICK and CLAY RECORD

is read by manufacturers of all clay products. They buy, besides clay machinery, motor trucks, bodies, trailers, tractors, rails and ties, coal handling machinery, power, transmission and other material handling and labor saving equipment.

A. B. C.

## CERAMIC INDUSTRY

covers the manufacture of glass, enamel, pottery, and allied products. Equipment purchased includes glass and pottery machinery; gas producers, recuperators, furnaces, drying and conveying systems; power, sand-blast, coal handling equipment and almost all other kinds of labor saving machinery.

Send for a copy of the editorial survey covering your type of product. It will help increase your sales.

**Industrial Publications, Inc.**

407 S. Dearborn Street CHICAGO

# This Issue at a Glance

*For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading*

### ADVERTISING

"Seven Years of Keyed Advertising and What They Have Taught Us" is the first of a series of three articles dealing with the sales and advertising policies of the Pepsodent Company of Chicago. In the article in this issue Harlow P. Roberts, advertising manager of the company, discusses various aspects of Pepsodent's domestic marketing problem, and explains the plan used to test an advertising campaign. The other two articles, written in collaboration with W. E. Hausheer, export sales manager, will deal with the survey and cultivation of overseas markets. Page 245.

The F. A. D. Andrea Company of Chicago, makers of radios, have hit upon a novel idea for linking up their outdoor display with their national advertising copy. A photo of one of their outdoor displays, together with a short article describing the plan they have worked out, will be found on page 253.

"Editorial Policies Make or Break Pulling Power of Advertising" says Ralph K. Wadsworth in an article on page 265. He points out some instances where editorial policies have affected the results of mail order advertising campaigns.

Cheltenham Bold takes the platform in this issue with a discussion of the question as to whether or not an advertising agent should be allowed freely to solicit accounts he wants, regardless of whether or not they are being handled by one of his competitors. He points out that competition is the life of trade here as everywhere else. Page 269.

### DISTRIBUTION

An Eastern Manufacturer and a Chicago Jobber are exchanging some spirited words on pages 250 and 251 under the caption, "A Manufacturer Says Jobbers Are Dead From the Neck Up," and "A Jobber Retorts 'Sweep Off Your Own Front Steps.'" Both drag out some favorite bones of contention, including the chain stores, "cooperative" schemes of one kind and another between manufacturer and jobber, and various others.

### HANDLING SALESMEN

Prominent sales managers in many lines of business pitch into a discussion, on page 246, of whether or not salesmen should be routed by the house or whether they should be allowed to work their territories in any manner they choose. Among contributors to this article are: W. W. Morse, vice president, Eastern Casualty Company; C. L. Bradt, sales manager, Detroit Steel Products Company; W. M. Pratt, president, Goodell-Pratt Company; G. S. Blome, vice president, Baltimore Enamel & Novelty Company, and F. B. Garrison, general sales manager, A. J. Tower Company.

### LEGAL MATTERS

Coca-Cola's record of 7,000 infringement cases is the subject of another article by Roy W. Johnson, in the "copy-cat" series which have appeared from time to time in recent issues of *Sales Management*. Further evidence that copy-catting does not pay is offered here. Page 254.

### PRINTED THINGS

The department on "Printed Things" has for its leading article "Displays That Win Front Seats in Dealers' Windows." Some of the other topics covered in this section this month include: "Are Orders or Inquiries the Only Real Proofs of Direct Mail Results?"; "How Large Shall Broadside Be?"; "New Styles in Sales Illustrations"; "Putting the Fiction Touch into Sales Literature"; "Five Thousand Druggists Ask About a New Product." Page 275.

### SALES ORGANIZATION

When the Vonnegut Hardware Company of Indianapolis bought out a competitor, they expected an increase in sales of about \$50,000 monthly. As a matter of fact, sales actually dropped off for a time. Other unexpected problems which arose out of the merger are covered in an article by Franklin Vonnegut, president of the company, on page 259.

Feltman & Curme, shoe manufacturers, recently went into the direct selling field, and in doing so, faced the necessity of building a direct selling force of 1,000 salesmen. How they built up this big force and kept down turnover is told in an article on page 262.

### SALES POLICY

For twenty-eight years the Rollins Hosiery Mills of Des Moines, Iowa, went along, each year registering a steady growth, though a modest one. Then came the inauguration of a set of new sales and advertising policies which resulted in a \$1,500,000 increase in sales during a single year—1925. How this company accomplished so much in a year's time is told in the leading article in this issue. Page 241.

A New York salesman has written an article for *Sales Management* in which he reveals certain practices surrounding a bonus plan used by his previous employer. He contends that a plan of the nature described in this article puts a premium on dishonesty. He also points out that the company itself may suffer from the results of such practices. Page 249.

### THE NEXT ISSUE

The March 6 issue of *Sales Management* will contain "A Survey of Merchandising Trends in the Confectionery Field," the seventh article in the series covering jobbing practices in principal lines of business.



Regarding Their Advertising  
in The Chicago Daily News  
(exclusive) the Wood Con-  
version Company, Manufac-  
turers of

# Balsam-Wool *write*

TRADE MARK

"You will probably be interested to know that we are planning to renew our contract with The Chicago Daily News for our 1926 advertising campaign in this territory.

"Our volume of BALSAM-WOOL sales in Chicago this year has been more than double that of 1924, and this year [1925] our advertising appeared exclusively in The Daily News. We do not, of course, attribute all this increase to The Daily News advertising, as our product, our sales efforts and all the other elements of sound business played their great part. However, fully realizing that advertising is a big factor in successful business building, we intend to use next year the same medium—The Daily News—which has certainly delivered the goods.

"We sincerely appreciate the splendid co-operation and service your staff has given us this past year."

*This contains a suggestion for other  
manufacturers of building materials  
and allied products who are after  
maximum sales in Chicago and a  
maximum return from their advertising.*



## THE CHICAGO DAILY NEWS

*First in Chicago*

# The Omaha Market

**Retailing  
\$157,800,000**

Retailing in Omaha aggregated a total of approximately \$157,800,000 during 1925.

The credit bureau maintained by the Associated Retailers, an association of 600 retail firms of the city, ranks high among credit organizations in the United States for financial protection afforded to retail concerns.

Omaha, the leading retail center between Chicago and Denver, experienced a healthy growth in the number of its retail customers during 1925, as shown by the annual report of the secretary of the Associated Retailers. He reported 27,215 new accounts opened; 121,563 new and rerated accounts, and 87,676 credit reports furnished members of the association.

The Omaha territory is served best by the Omaha World-Herald.

You can take advantage of World-Herald service in investigating and selling this market.

Although leading all Omaha papers by a large margin, the World-Herald's rates are lowest per thousand circulation (see A. B. C. reports).

*Ask us how we can help  
you get sales results*

National Representatives  
**O'MARA & ORMSBEE, Inc.**  
New York Chicago Detroit  
San Francisco

**The  
World  
Herald**  
Morning Evening Sunday

## This Issue at a Glance

### ADVERTISING

After a broad investigation among manufacturers in more than a score of different lines of business, the Dartnell Corporation offers some interesting facts concerning present advertising trends. The leading article in this issue summarizes the results of this survey. "Advertising Trends in Twenty-two Lines of Business." Page 321.

The last ten years have shown a big growth in the use of color in advertising, according to figures supplied by a number of national media, to *Sales Management* magazine. The theory that color increases the returns seems to be well substantiated by reports from various advertisers who have tried both black and white and colors, and by the general increase in color appropriations. Page 349.

### HANDLING SALESMEN

If a salesman does not make good, is it entirely his own fault, or does part of the blame lie at the feet of his sales manager, who has failed to give him the right kind of help? This is the question discussed in an article in this issue on "Salesmen Who Almost Make Good." It includes a description of a plan developed by the Fyr-Fyter Company of Dayton, Ohio, which is designed to give the salesmen every aid possible toward making an effective presentation of the company's sales message. Page 324.

"How I Find the Mainspring that Makes a Salesman Go," is the title of an article by R. A. Buchoz, Ide & Meginnity Company, of Detroit, in which he tells how he has been able to get production out of salesmen through constantly keeping before them the incentive for which they are working. Page 327.

### SALES CONTESTS

One of the favorite perennials among sales contests is the one which features for prizes new spring "bonnets" for the men on the force who reach some designated quota in sales. Some interesting new variations in the old form of straw hat contest are described in an article on page 329, "Straw Hat Contests as a Spring Tonic for Your Salesmen."

### PRINTING

"Does a Private Printing Plant Ever Earn Its Board and Keep?" is the query set up in an article by John L. Scott. In this article are detailed some experiences of various companies, including Sears, Roebuck & Company, General Motors, and others, in attempting to own and operate their own private printing plants. It's a losing game, they all say. Page 333.

### SALES POLICY

The S. D. Warren Paper Company and the United States Envelope Company have worked out a cooperative scheme for standardizing sizes in the sale of papers and envelopes. This plan grew out of a recommendation of the United States Chamber of Commerce for a standardization program which had hitherto proved rather impractical. Page 337.

The Larrowe Milling Company of Detroit recently carried out a special drive in cooperation with their dealers, which brought many new customers for the company and opened the eyes of the dealers as to the potentialities in their own territories. The plan involved the furnishing of lists of prospects by the dealers, a direct mail campaign by the company, and a special personal follow-up by the dealers themselves. Page 361.

### SALES DATA

The Life Insurance Research Bureau has developed an index number for the setting of sales quotas which, supported by a check against actual sales, appears to be a fairly accurate means of judging sales potentialities in any given territory. How this figure was worked out, and how it is being used by some of the eighty-eight concerns which contributed data toward its development, is explained in an article on page 341.

Perhaps many sales managers have never suspected that they are spending money for the gathering of statistics and information for use in the sales department, which might have been supplied in a short time, free of charge, by the local public library. Adam Strohm, librarian of the Detroit Public Library, tells how some sales executives are using the library to good advantage. Page 355.

### DISTRIBUTION

The Central City Chemical Company of Chicago some time ago stopped selling through jobbers and developed a distribution plan whereby they appoint "selling agents" for exclusive territories. Why the company is sold on this new plan of distributing, is told in an article by L. J. Leininger, general manager of the company, on page 364.

### COLLECTIONS

The Northwestern Furniture Company recently completed a collection contest among their salesmen which brought gratifying results in the way of cleaning up old balances, and at the same time developed an appreciable increase in sales. Details of the contest are given in an article by C. A. Netzhammer, sales manager of the company. "Collection Campaign Cleans Up Old Accounts and Boosts Sales." Turn to page 366.

### SALESMEN'S COMPENSATION

A plan for paying salesmen a share of the profits on all goods they sell has solved a number of knotty problems for the Pratt Paper Company of Des Moines, Iowa. A. D. Riley, manager of sales for the company, explains some of the details of this plan and tells of some of his experiences with it, in an article on page 331.

### JOBGING POLICIES

The manufacturer who fails to develop plans for cooperating with the jobbers' salesmen who sell his goods, is passing up an excellent opportunity for increasing sales, says Charles H. Weicensang, sales manager, the Hyland Electric Company, Chicago. He explains in an article in this issue, some cooperative plans which have brought excellent results among his own salesmen. Page 354.

# HOME DELIVERY

*[[ that's where  
the money is ]]*

THE home delivered circulation of the daily Herald & Examiner is now in excess of 100,000 daily, a gain of 75,000 in less than two years.

THIS means that one family out of every five in Chicago is a regular subscriber—a big enough audience to “deliver” Chicago for almost any advertiser.



## CHICAGO HERALD & EXAMINER

NEW YORK: 1819 Broadway      SAN FRANCISCO: Monadnock Bldg.  
5 Winthrop Square, BOSTON, MASS.



# "How To Get More Business"

Mr. Sales Manager  
Mr. Advertising Manager!

That's your problem. Perhaps we can be of assistance to you in solving it. We offer our intimate knowledge of three prosperous markets.

Use  
These  
Helpers!

**BUILDING  
SUPPLY NEWS**

6000 loyal  
readers who

are the merchants of  
the building industry

**BRICK  
and  
CLAY RECORD**

Over 83% renewals in  
a rich market

Clay Products Plants  
spend \$125,000,000  
yearly

**CERAMIC  
INDUSTRY**

Glass, Enamel, Pottery,  
and Allied Plants

Buyers of Equipment  
of all kinds, and raw  
materials

Send for a recent issue. Get acquainted  
with these markets

**Industrial Publications, Inc.**

407 S. Dearborn Street CHICAGO

Members: A. B. C. and A. B. P.

## This Issue at a Glance

*For the convenience of subscribers whose time is limited, we will print here in each issue a short digest of the principal articles in each number, so that you may determine those articles which are of sufficient interest to warrant careful reading*

### ADVERTISING

Having felt for some time the need of educating the farmer on better fire protection for his property, fifteen of the country's largest fire insurance companies have pooled interests in an advertising campaign which is to run in farm papers. "Fire Insurance Companies Join Hands in Farm Paper Campaign." Page 409.

### DISTRIBUTION

B. J. Cahn, chairman of the board of B. Kuppenheimer & Company, discusses, in an article on page 411, some of the tendencies among retailers which are threatening to undermine the whole scheme of distribution. He points out that the most vital need at present is a plan of cooperation between manufacturer and retailer—some plan through which the dealer can benefit by the manufacturer's broad contacts with other dealers and their problems.

### HANDLING SALESMEN

An Indianapolis sales manager grew weary of exhorting his salesmen to handle the details of reports, orders, etc., correctly, so he put in a department for the auditing of these various forms as they came in. How the plan worked out is told by Maxwell Droke in an article on page 426. "We Don't Ask Bookkeepers to Sell; Why Ask Salesmen to Keep Books?"

### HOUSE ORGANS

Proof that a house organ can be made to pay its own "board and keep" is offered by H. R. Baker, advertising and sales promotion manager of the Miller Rubber Company, in an article on page 423. In this article Mr. Baker describes the manner in which his company has built up a helpful, strong house magazine for their dealers. "Why There Is so Little 'We, Us & Co.' Stuff in Our House Magazine."

### THE JOBBING SITUATION

In his annual message to stockholders, Frank S. Cunningham, president of Butler Brothers, reviews some of the present conditions in distribution, and points out a number of reasons why we may expect the jobber's positions to gain in importance and stability. Page 433.

### LEGAL MATTERS

The sixth of the series of articles by Gilbert H. Montague on sales policies and the anti-trust laws, appears in this issue. This article covers purchasing policies, and it shows how buying methods, as well as selling methods, are subject to scrutiny by the government, under the Sherman and Clayton Acts. Page 429.

### MERCHANDISING

Wilson Brothers, men's haberdashery importers and manufacturers of Chicago, have opened, on one floor of their building, a series of fourteen model shops and forty-two model window displays in order to educate their dealers in merchandising methods, and to make it easy for them to concentrate all their purchases with the company. Facts surrounding this plan are told on page 407.

### PRINTED THINGS

"Quality to Build Confidence," is the leading article in this month's section on "Printed Things." This covers a mail campaign used by Garard & Company of Chicago to sell the company and its policies to prospective bond buyers. Other articles in the section include: "Getting Them Inside the 'Big Top'"; "The Tag That Grew into a Booklet-Tag"; "A Mailing Piece That Takes Four Steps in One"; "Setting the Stage for a Sales Story"; "A Folder that Draws Cash with Order"; "Making the Catalog Easy to 'See Through,'" and "Using Illustrations to Give Continuity." Page 435.

### SALES MANAGEMENT

"If I Were a Sales Manager Again," is the title of an article by Alvan Macauley, president of the Packard Motor Car Company. In this article Mr. Macauley summarizes some interesting policies he would carry out if he were managing a big force of salesmen. How he would choose his men, how he would train them, what he would expect of them, and what he would offer them, are some of the points covered. Page 404.

### SALESMANSHIP

Clay Hamlin, connected with the Buffalo office of the Mutual Benefit Insurance Company, sold \$11,000,000 worth of life insurance last year. Some of the methods used by Hamlin which enabled him to set up this record are told in an interview by Warner Bates. Page 401.

Charles P. Pulliam, sales manager, the Rollins Hosiery Mills of Des Moines, Iowa, recounts the story of a sale made many years ago, which involved an order for a carload of shoes. The tactics used by this young salesman in landing a difficult customer make an article on page 403.

### SALESMEN'S COMPENSATION

A survey was made recently among a group of Ohio grocery jobbers on the most satisfactory methods of compensating salesmen. The results of the survey were given in a report before a recent grocery jobbers' convention. The gist of the report is contained in a short article on page 452.

### THE NEXT ISSUE

The April 3 issue of "Sales Management" will contain another article in the series of surveys by Roy W. Johnson on merchandising trends in the principal lines of business. This particular article covers present tendencies in the confectionery field. Among other things it discusses the inroads being made in this field by the tobacco manufacturers.

This issue will also contain articles on: "Fixing a Price Policy for a Fast Growing Business," by H. E. Waldron, vice president, The W. A. Sheaffer Pen Company; "What About Radio Broadcasting as an Advertising Medium?"; "How Direct Selling Introduced a Radically Different Product," and an article covering some particular interesting phases of the advertising and sales activities of the Maytag Company of Newton, Iowa, makers of washing machines.

**Subscription Rates:** Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25 and \$4.50 in foreign countries. Six months' subscription, \$2.00, for thirteen issues. No two-year or clubbing rates.

**Bound Volumes:** There are thirteen issues to a SALES MANAGEMENT volume, beginning with the first issue of January, and the first issue of July. These volumes, bound in buckram, may be ordered for delivery at the conclusion of the volume. Price, \$5.00, postpaid.

**Back Bound Volumes:** Bound editions of Volume VI, containing the issues of July to December, 1924, and Volume V, containing the issues of October, 1923, to June, 1924, may be obtained from the office of publication, 4660 Ravenswood Avenue, Chicago. Price, \$6.00, postpaid.

**Renewals:** Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

**News Stand Copies:** This magazine is not generally sold through news dealers. For the convenience of subscribers, away from the office it is distributed on the news stands of the principal hotels.

**Closing Dates for Advertising:** Published every other Saturday. In circulation preceding Thursday. Closing date for O. K. of proofs, twenty days before date of issue; final closing ten days before date of issue.

*Published every other Saturday by*

## THE DARTNELL CORPORATION

### PUBLICATION OFFICES:

4660 RAVENSWOOD AVENUE, CHICAGO  
Telephones, Ravenswood 0365 and 0367

J. C. ASPLEY - - - - - President  
PHILIP S. SALISBURY - - - Vice-President  
M. D. ASPLEY - - - - - Secretary  
J. T. KEMP - - - - - Treasurer  
T. D. REID - - - - - Production Manager  
JACOB F. WEINTZ - - - Manager Adv. Sales  
C. E. LOVEJOY - - - Asst. Adv. Manager  
J. E. WEST - - - Manager Service Sales  
HENRY GRAPEN - - - Promotion Manager

### STAFF REPRESENTATIVES:

L. KISOR	R. S. CALLEN
R. P. GRAHAM	E. J. OBERHOLSER
F. W. GOOD	J. H. RYAN
B. H. MCCONNELL	P. F. REESE
C. W. MCCLURE	R. S. FROTHINGHAM
E. T. VOIGHT	R. L. COOK
J. G. BELL	T. D. HARRIS
B. V. BRASHER	E. S. WRIGHT
X. A. CROSS	F. C. DOEREN
G. F. ZAUN	F. M. BERKLEY
L. J. HAGER	S. WOLPERT

J. H. PORTER

### EASTERN OFFICE:

19 W. FORTY-FOURTH STREET, NEW YORK CITY  
Telephone, Vanderbilt 3614

PHILIP S. SALISBURY - - - - - Manager  
M. V. REED - - - - - Asst. Manager  
J. H. FROHLICH - - - Division Representative

### WESTERN OFFICE:

HOBART BUILDING, SAN FRANCISCO, CALIF.  
EDWIN C. WILLIAMS - - - - - MANAGER

### EUROPEAN OFFICE:

53 VICTORIA STREET, LONDON, S. W. 1  
Telephone, Victoria 4134

R. ASHBY HORAN - - - - - Manager

TORONTO - - - - - R. A. T. TURNER

SYDNEY (AUSTRALIA)  
CATTS-PATTERSON COMPANY, LTD.

Member Audit Bureau of Circulation  
Associated Business Papers, Inc.

# Sales Management

*Published Every-Other-Saturday for Those  
Marketing Through National Sales Organizations*

VOLUME TEN

Established 1918 by The Dartnell Corporation

NUMBER SIX

## Contents for March 20, 1926

	PAGE
WHY CLAY HAMLIN SOLD \$11,000,000 WORTH OF INSURANCE IN 1925.....	401
<i>By Warner Bates</i>	
MY MOST INTERESTING SALE.....	403
<i>By Charles P. Pulliam, Sales Manager, Rollins Hosiery Mills</i>	
IF I WERE A SALES MANAGER AGAIN.....	404
<i>By Alvan Macauley, President, Packard Motor Car Company</i>	
WHY RETAILERS CONCENTRATE THEIR BUYING AT WILSON BROTHERS.....	407
<i>By John L. Scott</i>	
FIRE INSURANCE COMPANIES JOIN HANDS IN FARM PAPER CAMPAIGN.....	409
RADICAL TENDENCIES THREATEN TO UNDERMINE DISTRIBUTION.....	411
<i>By B. J. Cahn, Chairman of the Board, B. Kuppenheimer &amp; Company</i>	
FINDING A NEW APPROACH FOR A STAPLE LINE.....	413
WHAT MAKES A MAIL ORDER MEDIUM?.....	415
<i>By Ralph K. Wadsworth</i>	
THIS SALES POLICY WINS COOPERATION OF THE JOBBERS.....	419
WHY THERE IS SO LITTLE "WE, US & CO." STUFF IN OUR HOUSE MAGAZINE.....	423
<i>By H. R. Baker, Advertising and Sales Promotion Manager, Miller Rubber Company</i>	
WE DON'T ASK BOOKKEEPERS TO SELL; WHY ASK SALESMEN TO KEEP BOOKS?.....	426
<i>By Maxwell Droke</i>	
PURCHASING METHODS THAT MAY VIOLATE THE ANTI-TRUST LAWS.....	429
<i>The sixth of a series of articles by Gilbert H. Montague</i>	
JOBBERS' POSITION STRENGTHENED, SAYS PRESIDENT OF BUTLER BROTHERS.....	433
QUALITY TO BUILD CONFIDENCE.....	435
<i>A Department on Printed Things</i>	
GROCERY JOBBERS MAKE SURVEY ON SALESMEN'S COMPENSATION.....	452
IT IS NO TIME TO ROCK THE BOAT.....	454
HOW VICTOR CUTTER BUILDS MAN-POWER.....	454
SMALLER BOARDS OF DIRECTORS.....	454
GEORGE WHYTE BREAKS THE CANE MARKET IN ALGIERS.....	464

*Edited by John Cameron Aspley*

EUGENE WHITMORE  
MANAGING EDITOR

ROY W. JOHNSON  
EASTERN EDITOR

EDWIN H. SHANKS  
ASSOCIATE EDITOR

ROY F. IRVIN  
ASSOCIATE EDITOR

JOHN L. SCOTT  
NEWS EDITOR

A. R. HAHN  
DESK EDITOR

Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879

Copyright 1926 by The Dartnell Corporation. Printed by The Dartnell Press.

## More Than the Others COMBINED

—and by far the biggest  
gains!

Total paid advertising appearing in the three Omaha papers in January and February, 1926—

*Measurements by Haynes Advertising Company (Figures Are Agate Lines)*

### First 2 Months, 1926

World-Herald	Next Paper	Third Paper
1,850,377	911,841	814,762

### First 2 Months, 1925

World-Herald	Next Paper	Third Paper
1,672,401	863,095	836,293

### Gains in Lines

World-Herald	Next Paper	Third Paper
177,976	48,746	Lost

The World-Herald published more than half the total paid advertising, although the other papers carried 180,000 lines of medical ads (which are included in their totals above) all of which The World-Herald has excluded from its columns for over ten years.

The World-Herald's increase was nearly **FOUR TIMES** as large as the gain made by any other Omaha paper.

"CIRCULATION" tells the story, and you get over 110,000 when you use the

## Omaha World-Herald

National Representatives  
**O'MARA & ORMSBEE, Inc.**  
New York Chicago Detroit  
San Francisco



—Courtesy, The Pullman Co.

# They Say that—

R. J. COWLES, formerly sales manager for the Leopold Desk Company, Burlington, Iowa, is now sales manager for the Burlington Basket Company, also of Burlington, Iowa, succeeding ARTHUR T. FREER who has since been made sales manager of the Illinois Refrigerator Company, Morrison, Illinois.

L. A. SETZLER, formerly with the George C. Batcheller Company, is now sales manager for The Nichols Manufacturing Company, Bridgeport, Conn., makers of women's underwear. Mr. Setzler's headquarters are at the new sales offices of the company in New York City.

CARL R. HANSEN, formerly with the George J. Kirkgasser Company, Chicago advertising agency, has been appointed advertising manager of the Jefferson Electric Manufacturing Company, Chicago, makers of automotive equipment and electrical transformers.

A. L. TAGGART, vice president of the Continental Baking Company, New York City, has resigned. Mr. Taggart was formerly president of the Taggart Baking Company, Indianapolis.

Control of the Jacob Dold Packing Company, Buffalo, which was established eighty-five years ago, has passed into the hands of EDWIN C. ANDREWS, of Buffalo, who will continue the former policies of the company. Executors of the estate of the late JACOB DOLD announced that it was necessary to convert the common stock into cash for proper distribution among the heirs.

AXTELL J. BYLES has been chosen president of the New Tide Water Associated Oil Company, New York City, recently organized under the laws of Delaware, to acquire the assets of the Tide Water Oil Company and the Associated Oil Company.

C. M. BISHOP of Brooklyn, N. Y., and F. S. ALBERTSON of Los Angeles, Dodge dealers since 1914, have accepted the invitation to serve on the board of Dodge Brothers, Inc., and will be elected at the regular meeting of the board late in March.

ROBERT ADLER has acquired an interest in the St. Paul Roofing, Cornice and Ornament Company, St. Paul, sheet metal products, and has been made a vice president. For the past seven years Mr. Adler has been Northwestern manager of the Truscon Steel Company at Minneapolis.

VICTOR H. SMITH, for several years vice president of the Lion Oil Refining Company, has been made vice president of the North American Car Corporation of Chicago, operators of tank cars. Mr. Smith, before his association with Lion, was secretary of the Imperial Refining Company of Ardmore, Okla., and previously had eight years of railroad traffic and operating experience.

C. H. BURLINGAME has resigned as general sales manager of The Foulds Company, Libertyville, Ill., manufacturers of Foulds Macaroni Products, to become sales manager of John F. Jelke Company, Chicago, manufacturers of Good Luck Margarine.

VAN MACNAIR is now in charge of advertising copy and plans for the Vic Chemical Company, Greensboro, N. C., manufacturers of Vick's VapoRub. Mr. MacNair was formerly associate editor of Drug Topics and Drug Jobbers Salesman, and editor and manager of Display Topics.

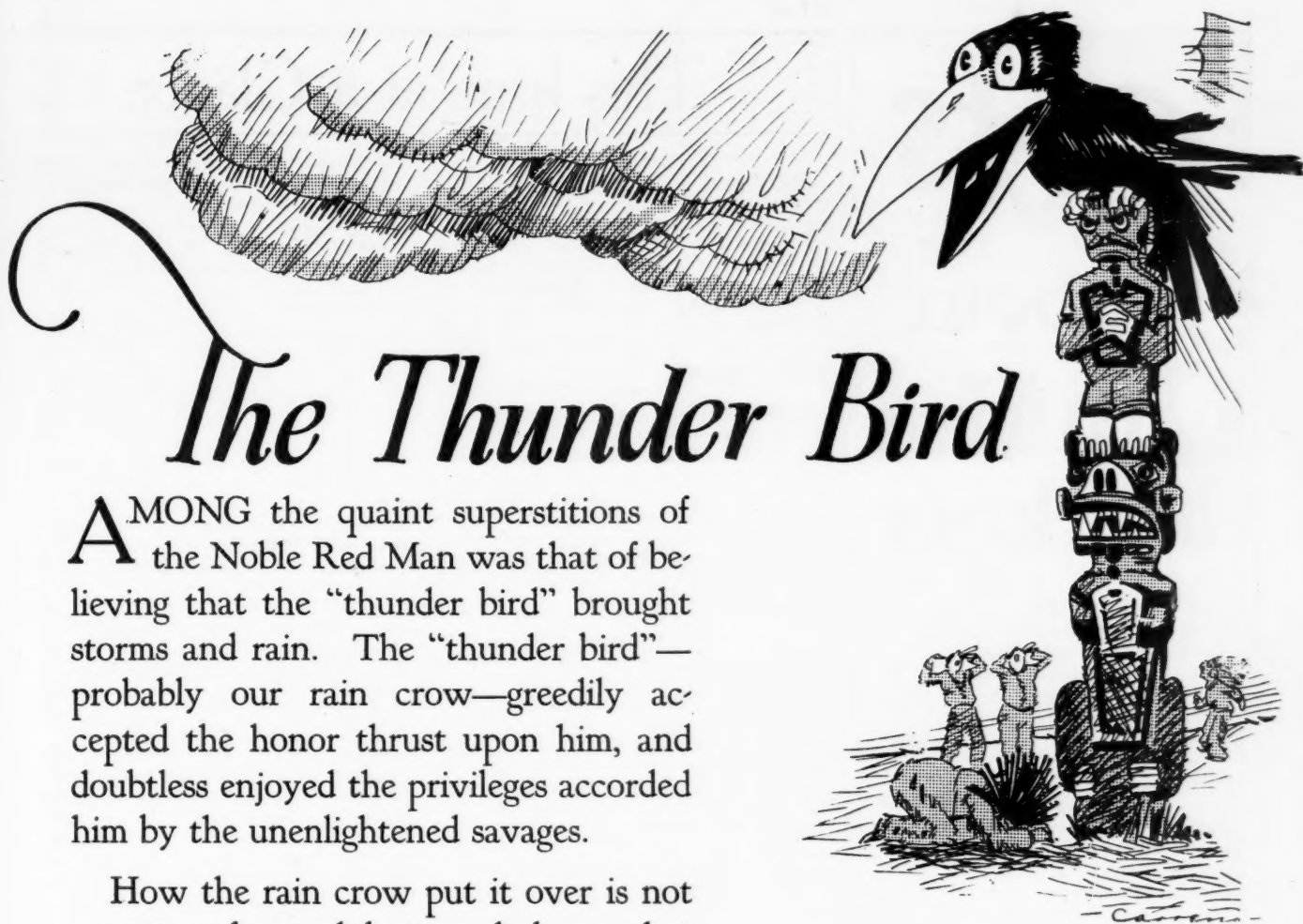
J. HENRY NORTRIDGE, president of the North Ridge Brush Company, Inc., of Freeport, Ill., announces the appointment of CHARLES BENNETT as sales manager. Mr. Bennett was formerly associated with the Dependable Wholesalers, Inc., of New York.

E. C. LUFKIN has announced his intention of resigning as chairman of the board of The Texas Company, on account of ill health. He states he will doubtless be succeeded in that capacity by AMOS L. BEATY who has been president since 1920, and that R. C. HOLMES, now a vice president, would become active head of the company.

LAMONT DUPONT has been elected president of E. I. DuPont de Nemours and Company, succeeding his brother, IRENE DUPONT, who became chairman of the board. Lamont DuPont is also a director and member of the finance committee of the General Motors Corporation.

PAUL O. SARGENT has joined the El Paso Herald and the El Paso Times as assistant general manager and director of advertising. Mr. Sargent's former newspaper connections include the Grand Rapids Press, Baltimore News, New York Herald, the Louisville Herald and Louisville Post.





# The Thunder Bird

AMONG the quaint superstitions of the Noble Red Man was that of believing that the "thunder bird" brought storms and rain. The "thunder bird"—probably our rain crow—greedily accepted the honor thrust upon him, and doubtless enjoyed the privileges accorded him by the unenlightened savages.

How the rain crow put it over is not a matter of record, but we do know that among advertising mediums there are many "thunder birds" that claim credit for bringing showers of orders. They get away with it because some business concerns do not accurately check up on sources. Those that do check up know from experience that newspapers built on a sound reader interest and confidence produce the greatest results for advertisers. They know that this is the reason why, among Chicago daily newspapers, The Chicago Daily News produces the greatest results. And for this reason advertisers place the greatest proportion of their advertising in

*In 1925 The Chicago Daily News published 15,730,825 agate lines of display advertising—2,674,339 lines more than the second daily paper.*

## THE CHICAGO DAILY NEWS

*First in Chicago*

Published every other Saturday and copyrighted 1926, by the Dartnell Corporation, 4660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

# facts about Omaha Markets

Population, 211,668.  
First in butter production.  
First in pig lead production.  
First in per capita park area.  
First in per capita telephone users.  
First in home ownership.  
Leading retail center between Chicago and Denver.  
Second live stock market.  
Second meat packing center.  
Fourth railroad center.  
Fifth grain market.  
Center of fifteen national and interstate highways.  
Ten trunk line railroads.  
The gateway to an immense, wealthy inland empire.  
No slums or tenements.  
Twenty-first in bank clearings; thirty-fourth in population.  
Healthy, dry climate. Annual mean temperature 50 degrees.

## Total Paid Circulation February, 1926

	Daily	Sunday
City . . . .	56,081	52,815
Suburban	14,389	14,714
Country .	39,877	44,479
Total . .	110,347	112,008

# The World Herald

National Representatives  
**O'MARA & ORMSBEE, Inc.**  
New York Chicago Detroit  
San Francisco

## This Issue at a Glance

### ADVERTISING

What we believe to be one of the first frank discussions of the value of radio as an advertising medium, begins in this issue. In an article by D. G. Baird, experiences of the Eureka Vacuum Cleaner Company, B. F. Goodrich Rubber Company, the Gold Dust Corporation, and others, are recounted, with figures and facts as to the results obtained through the medium of radio advertising. Page 491.

Cheltenham Bold points out that the business of advertising is more or less subject to epidemics of one kind and another, and that the present plague seems to be a severe outbreak of the statistical rash. Mr. Bold says he's all for getting the facts, but he believes there are many factors entering into the successful marketing of goods which cannot be expressed in coefficients and index numbers. Page 493.

### DIRECT SELLING

A departure from the usual method of selling breakfast foods and related products is the direct-to-consumer plan of the Whole Grain Wheat Company of Chicago. This company sells through distributors who devote a large share of their time to the educational and missionary work of inducing families to select their foods because of their nutritive value. Page 519.

### HANDLING SALESMEN

That it doesn't always pay to weed out veteran men on the sales force when their production drops to the point where it barely pays a profit, is shown in an experience recounted by John P. Wilder in an article on page 507. "When You Are Tempted to Fire One of the Old Guards."

### JOBGING POLICIES

The crossing of swords between a Chicago jobber and an Eastern manufacturer in a recent issue of *Sales Management* drew fire from H. C. Hinkley of the Purity Oats Company. Mr. Hinkley tells why his company has stuck to the jobber and protected him in every way possible. In siding with the jobber, however, he adds some important reservations. Page 499.

### JOBGING PRACTICES

The seventh of a series of surveys on merchandising trends in the principal lines of business appears in this issue. This article covers current practices in the confectionery field. Perhaps the most interesting development in confectionery jobbing is the inroad being made by the tobacco interests. The article also discusses some interesting new developments among retail outlets for candy. Page 488.

### MARKETS

Factors that make Australia an inviting market for American manufacturers are covered in an article by Elmer G. Pauly, assistant trade commissioner, Bureau of Foreign and Domestic Commerce, Melbourne, Australia. Page 500.

### SALES ORGANIZATION

Through a force of "resalesmen" the Maytag Company of Newton, Iowa, has developed a plan for selling to the consumer through the dealer, which has brought a \$34,000,000 sales increase in five years. The working details of this plan,

together with a description of the company's sales and advertising policies, are included in an article on page 484.

"Need Some New Blood in Your Sales Organization?" inquires Frederick A. Russell, of the College of Commerce and Business Administration, University of Illinois. This article tells what some of the big schools of commerce are doing in training men for positions in the selling and advertising fields. Page 497.

### SALES POLICY

When the sales of the W. A. Sheaffer Pen Company began to expand, the company had three alternatives so far as a price policy was concerned: to maintain the established price and make a better quality of pen, to charge less for the same pen, or to sell the same pen for the same price and enjoy the additional profit. Why they chose the first policy, and how it proved to be a sound principle, is told by H. E. Waldron, vice president of the company, in the leading article in this issue. Page 481.

What happened when the Usona Manufacturing Company forsook the jobbers and began to sell direct to dealers, is told in an article by Frank J. McGinnis, on page 503. This plan has enabled that company to achieve dealer coverage without waste, maintain closer dealer contacts, put fresher merchandise on the market, and to put new products on the market more easily.

A plan used by the Stickney-Hoelscher Company of St. Louis is breaking into that market with the Dutch Masters cigar, is described in an article on page 515. Consistent advertising and emphasis on display were two factors in the success of the plan.

### SALESMANSHIP

Morgan P. Wood points out a factor which he believes to be an unusually important one (though it's often overlooked) in the business of selling goods. This he describes as the "comparable planes" factor. By this expression he means that the salesman must necessarily have a certain background, training, or point of view, which will put him on an equal footing with the man he's trying to sell. Page 524.

### SALESMEN'S TERRITORIES

How a recent cut in salesmen's territories brought about a substantial increase in sales for the Ferris-Dunlap Company of Dallas, Texas, is told in an article by Ruel McDaniel on page 483. The company was able to make these changes without engendering discontent among the men on the sales force because of a profit-sharing compensation plan which bases salaries on a certain percentage of the profits on each man's sales.

### WASHINGTON NEWS

The recent decision by the Supreme Court which holds invalid the Pennsylvania law prohibiting the use of shoddy in the manufacture of bedding materials, has a widespread effect on other state laws covering this point. Other news from the nation's capital of particular interest to sales executives is included in the special Washington letter on page 513.

# The Essential Three

## *They Build from the Bottom Up*

**N**EVER forget this:

*Every advertisement published over your name is a house-to-house salesman of your product.*

Through the printed page your paper salesman is going to *speak for you* to thousands—perhaps millions of live prospects.

What it says or leaves unsaid may mean the difference between red and black ink on your books.

*It depends entirely on how well it has been prepared for its job.*

\* \* \*

When your flesh-and-blood salesman takes the road he carries more than the gift of gab and a line of cheerful chatter.

He knows your product—inside and out—its strength and its weakness. He knows your plant capacity and what stock is available at what shipping points. He is keenly alive to what the other fellow is doing. He is as familiar with his territory as he is with the palm of his hand—in short, *he knows your business.*

*Your paper salesman cannot afford to know less.*

\* \* \*

So one of the Essential Three who produce your advertising must be seasoned in sales. He must know selling and merchandising, not only in theory, but at *first hand.*

He must know markets in the four corners of the land through *actual experience* in those markets.

He must speak the language of your sales-force. He must be able to grasp your problems instantly and to translate them accurately into advertising needs.

He must be a veteran in his job—with years of provable successes to his credit . . .

Then, and then only, can he make your advertising an effective unit in your selling plan—dovetailing perfectly with the work of your factory and your field force.

\* \* \*

That is the sort of man you want to interpret your business to those who actually produce your advertising.

And that is by way of being a pen picture of what The Essential Three offer you in the person of their President—for twenty-five years sales and advertising manager.

He will not undertake to tell you (at your expense) how to run your business.

His job is to guard against half-cocked campaigns—to build a foundation for your advertising—sane, sound, sales-sensible . . .

And he builds from the bottom up.

May we tell you more about him and his associates of the Essential Three?

## WINSTEN & SULLIVAN

INCORPORATED

19 West 44th Street, New York

Keefer Building, Montreal



## Will You Sell Your Product Here?

MANUFACTURERS of glass, enamel, pottery, terra cotta and allied products buy many kinds of material handling machinery. Power, transmission, temperature recording and control, burning and drying and other production equipment are purchased to the extent of several hundred millions of dollars yearly. A rich market covered by—

## CERAMIC INDUSTRY

THE MERCHANTS of the building industry—our 6000 "buying" readers—sell 75% of the materials entering into building construction, or about \$700,000,000 yearly. To efficiently handle and deliver these supplies they use cranes, conveyors, loaders and other material-handling equipment, and their delivery systems are motorized. Another rich market covered by—

## BUILDING SUPPLY NEWS

BESIDES CLAY production machinery, our readers buy power shovels, motor trucks, oil burners, railway supplies and locomotives, fans and blowers, power and transmission machinery, industrial trucks, pyrometers, insulation material, gas producers, burning and drying and other labor-saving equipment. Our readers call it "The Leading Clay Journal of the World." It covers a rich market. It is—

## BRICK and CLAY RECORD

SEND FOR an analysis of the market as it applies to your particular products. If there is no market for it in our fields, we'll say so. If there is, we will be glad to help you develop it along reasonable lines.

**Industrial Publications, Inc.**

407 S. Dearborn Street CHICAGO

Members: A. B. C. and A. B. P.

## This Issue at a Glance

### ADVERTISING

The second part of an article on radio broadcast advertising by D. G. Baird, appears in this issue. This section covers the cost of this kind of advertising, how big an audience can be reached, and how successful advertisers tie up their broadcasting with other advertising. Page 567.

Cheltenham Bold's recent article in *Sales Management*, called the "Passion for Research," drew fire from Norman Olds, advertising manager, The Perfection Stove Company. Mr. Olds accuses Mr. Bold of drawing a false parallel between some old copy fads and something which is really a sound principle of media selection. Page 572.

### DIRECT MAIL

"Letters that Helped to Double Sales" is the leading article in the section in this issue on "Printed Things." It is concerned with a series of four page letters sent out by the New Era Manufacturing Company. Other articles in this section include: "Useful as Well as Ornamental," "A Mail Sales Campaign that Boosted Dealer Sales," "A 'Limited Edition' for a Limited Market," "Quality Printing that Begets Quality Business," "How Direct Mail Saves Time for Salesmen," "A House Organ to Sell Office Space," and "A Three-in-One Mailing Piece." Page 589.

In an article on page 571, Ralph K. Wadsworth tells how the American Wholesale Corporation of Baltimore built up a mail order wholesale business, which in 1925, amounted to an annual volume of \$28,000,000.

### HIRING SALESMEN

Charles P. Pulliam, sales manager, the Rollins Hosiery Mills, says that when he hires a man for his sales force, he does it in the attitude of going into partnership with him. What this sales manager looks for in hiring men, how he judges them, and the things he expects of them, are some of the points covered in an article on page 559.

### MARKETS

How the King Company, makers of municipal lighting equipment, paves the way for sales to city governments, is told in an article on page 563. A specialized direct mail campaign directed toward each of the classes of people who have influence in buying such equipment, is a feature of their plan.

### MERCHANDISING

Shoe manufacturers are at the present time, facing some peculiar conditions which threaten to retard the growth of the industry unless some new marketing strategy can be devised to meet them, says an article in this issue. Shoe consumption is not increasing due to the fact that people are spending their money for luxuries instead of necessities—this seems to be the main difficulty. Furthermore, price competition has become a big factor among the various retail outlets. The chain store situation in the shoe field, and the house-to-house selling problem also come in for a share of discussion in this article. Page 575.

### SALES POLICY

Instead of worrying about the competition they were finding in their existing markets, the Fleischmann Company set out to develop new markets for their product, and to further the interests of the entire baking industry. What they have accomplished, and how they did it, is covered in an interview with Daniel P. Woolley, vice president of the company. Page 561.

A discussion of some of the bad practices prevalent in selling is contained in an article on page 565, by Eugene Whitmore. It points out the futility of resorting to such measures as consignment selling, cut prices, extravagant premium plans, and so forth, as a substitute for real merchandising ideas.

### SALES ORGANIZATION

"What the College Man Knows About Business When He Graduates" is the second article in a series by Frederick A. Russell, professor of business organization and operation of the University of Illinois. Professor Russell in this article describes the general types of undergraduate and graduate work offered a commerce student in some of the leading universities and colleges, and shows how this work fits men and women to step into responsible positions after graduation. Page 583.

"Bugaboos of Beginning Advertisers" chases four familiar spectres out into the sunlight and lets the prospective advertiser look 'em over. They are: Waste, Uncertainty of Results, Fear of the Advertising Agency, and Uncertainty as to the Best Method. There's nothing very "scary" about any of them, Morgan P. Wood declares in his article. Page 587.

The J. D. Roszell Company of Peoria, Illinois, has developed a unique plan for gaining the cooperation and holding the business of their dealers. Their salesmen are called merchandise counsellors, and they're sent into the field loaded with ideas and plans for helping the dealer to solve his retail selling problems—no matter whether those problems are particularly concerned with the sale of ice cream or not, which is the product the Roszell Company sells. Details of the plan are contained in an article on page 608.

### TRAINING SALESMEN

In the leading article in this issue, eight sales managers tell why they do not believe in sending a new salesman out with an older man. Some of the men who contribute are: A. R. Kinne, J. H. Newbauer & Company; E. A. Wright, Bemis Brothers Bay Company; M. A. Pollock, Marmon Automobile Company of New York, Inc.; O. C. Ellison, The Dakota Iron Store; R. F. McNemer, King Candy Company; H. L. Blackman, The Parker Pen Company; L. O. Koons, Plough Chemical Company, and L. L. McLean, Wonder State Brokerage Company. Page 555.

THIS STORE IS OPEN  
EVERY SATURDAY EVENING  
UNTIL TEN O'CLOCK

**John M. Smyth Company**  
*Makers of the "Ideal"*  
Established 1867  
1000 N. W. 10th St., Chicago, Ill.

ADVANCEMENTS - RETAILERS - IMPORTERS



**A MAD MARCH MARCH LUNCHEON TABLE**, shown above, with glassware and plates, is made of fine glass and silver, and is a perfect example of the company's work. It is a perfect example of the company's work. It is a perfect example of the company's work.



**ABOVE** is a typical John M. Smyth "Ideal" room, showing a small table, a lamp, and a vase, set in a room. It is a perfect example of the company's work. It is a perfect example of the company's work. It is a perfect example of the company's work.



**The Home Is the Thing**

**THE FIRST SPRING SUN** is the first of the season, and it is a perfect example of the company's work. It is a perfect example of the company's work. It is a perfect example of the company's work.



**ABOVE** is a typical John M. Smyth "Ideal" room, showing a dining room table set for a meal, with various glassware and plates. It is a perfect example of the company's work. It is a perfect example of the company's work. It is a perfect example of the company's work.



**A BOY'S ROOM IS HIS OWN DOMAIN**. Any boy would be at home in the room shown above. It is a perfect example of the company's work. It is a perfect example of the company's work. It is a perfect example of the company's work.

# “THE HOME IS THE THING”

**REPRODUCED** above in miniature is a typical page from the advertising campaign of the John M. Smyth Company in the Photogravure Section of The Chicago Daily News. The first page appeared on Saturday, August 15, 1925, and although their contract calls for a minimum of two pages per month for one year, a full page has appeared every Saturday with three exceptions.

(NOTE: The John M. Smyth photogravure advertising totaled 47,040 agate lines in the first six months of the contract, or nearly the entire amount originally contemplated for the full year.)

“We have had requests for the merchandise three weeks after its appearance in the Photogravure Section—not one but many,” says the John M. Smyth Company.

## THE CHICAGO DAILY NEWS First in Chicago

# facts about Omaha

## BANK CLEARINGS

Although thirty-fourth in population, Omaha stands twenty-first in bank clearings among all cities of the United States.

Position 1925	City	Clearings in 1925
1	New York City	\$283,619,245,000
2	Chicago	35,391,600,000
3	Philadelphia	29,079,000,000
4	Boston	22,482,000,000
5	San Francisco	9,479,464,000
6	Pittsburgh	8,856,572,000
7	Detroit	8,430,797,000
8	Los Angeles	7,945,493,000
9	St. Louis	7,626,577,000
10	Kansas City	7,036,500,000
11	Cleveland	5,996,668,000
12	Baltimore	5,832,394,000
13	Minneapolis	4,462,950,000
14	Cincinnati	3,709,955,000
15	Atlanta	3,604,290,000
16	New Orleans	3,169,574,000
17	Richmond	2,839,366,000
18	Buffalo	2,781,546,000
19	Dallas	2,556,830,000
20	Seattle	2,205,404,000
21	OMAHA	2,188,210,000
22	Milwaukee	2,062,452,000
23	Portland	2,015,149,000
24	Houston	1,765,968,000
25	Louisville	1,743,589,000
26	Denver	1,732,799,000
27	Jacksonville	1,446,159,000
28	Oklahoma City	1,443,876,000
29	Birmingham	1,372,382,000
30	Washington	1,353,278,000
31	Memphis	1,232,819,000
32	Nashville	1,135,901,000
33	Newark	1,129,084,000
34	Oakland	1,063,289,000
35	Savannah	1,049,000,000
36	Salt Lake City	905,044,000
37	Indianapolis	904,278,000
38	Columbus	802,748,000
39	Little Rock	735,857,000
40	Providence	717,577,000

The World-Herald has a greater Omaha circulation than there are resident telephone subscribers, water rent payers, gas meters, electric light users, or families in Omaha!

## March Circulation

Daily, Net Paid.....111,097  
Sunday, Net Paid.....112,051

# The World Herald

National Representatives

O'MARA & ORMSBEE, Inc.

New York Chicago Detroit  
San Francisco

## This Issue at a Glance

### ADVERTISING

"The Dangers of Business Slogans" is the title of an article by Sir Josiah Stamp which points out that such a slogan acts principally in redirecting trade rather than creating new business. He then shows how, depending upon the economic balance existing between export and import trade, such a slogan as "Buy British Made Goods" could, in the long run, react to the disadvantage of the country so advertising. Page 671.

### DEMONSTRATIONS

A collective demonstration plan has been introduced in Canada under which manufacturers of foods are charged a monthly fee for the privilege of having their goods demonstrated in retail stores. The plan is conducted by a concern known as Demonstrators Limited, and only one manufacturer of each type of food ingredient is accepted as a client of the company. Page 662.

### DISPLAYS

A number of plans built about a display idea which manufacturers have worked out for merchandising their lines to the dealer are covered in an article on page 659. Experiences of the Aluminum Goods Manufacturing Company, Blackhawk Manufacturing Company, French Battery & Carbon Company, and others are included in the story. The success of a dealer display seems to depend largely on whether or not the manufacturer has some concrete merchandising plan to offer as an accompaniment to his proposition.

### HANDLING SALESMEN

Why the Equitable Bond & Mortgage Company believes in extending courtesies and helps and services to its salesmen entirely over and above the things ordinarily demanded or expected in a business relationship, is told in an article by William F. Gray, sales manager. Through their methods of handling men, this company set a record last year of a turnover of but one man on a sales force of thirty-two. Turn to page 657.

### PACKAGING

When Charles Emmerich & Company hit upon the idea of packaging pillows, they succeeded in lifting a staple article into the novelty and gift class. Details of their plan are included in an article on page 683.

### SALES LETTERS

E. J. Heimer, secretary and sales manager of the Barrett-Cravens Company of Chicago, saved all the form letters he received and made an analysis of them. Among other things he discovered that 30 per cent of the letters were designed to sell something his company could not buy. "Over-Fed Waste Baskets and Under-Fed Sales Letters." He also touches upon the question of illustrated letterheads, plate and hand-signed letters, enclosures, and other matters. Page 673.

### SALES POLICY

When E. L. Cord came to the Auburn Automobile Company in July, 1924, the balance sheets were in the "red," dealers were apathetic and discouraged, and the

inventory was loaded with obsolete materials. How the company regained the confidence of its dealers, revamped their entire manufacturing program, and changed purchasing methods so that in 1925 the firm showed a \$755,000 profit, is told in the leading article in this issue. "Policies That Pulled an Automobile Company Out of the 'Red.'" Page 655.

"What We Learned About Customers Who Suddenly Stopped Buying," is the title of an article by William Ochse, president, San Antonio Drug Company, in which he tells how the company has worked out a plan for tracing all sources of dissatisfaction to the persons responsible. How the lost customers are regained is also explained. Page 661.

### SALESMEN'S COMPENSATION

A resume of twenty-six plans jobbers are using for compensating their salesmen shows that the trend is decidedly toward the offering of extra commissions on lines which pay the most profit. This suggests to the manufacturer that he can scarcely expect any real sales work on his product by the jobber's men if the line is one which pays only a very narrow margin of profit. An article on page 667 describes some of these compensation plans.

### SALESMANSHIP

Some of the methods used by salesmen for the Equitable Life Assurance Society in selling insurance are told by John A. Stevenson, vice president of the company, in an article on "The 'You' Attitude in Selling." Page 677.

### SALESMEN'S REPORTS

A report plan for salesmen which shows a complete recapitulation of each month's work is used by the Lord Motor Car Company of Los Angeles. Special emphasis is placed in this plan on recording the sources of prospects. Page 665.

### TRAINING SALESMEN

Is the training of salesmen just a fad or has it come to stay? In an article on page 663, Frederick A. Russell discusses some of the conditions surrounding the development of sales training plans and shows how the business of training men has come to occupy an important position in modern sales management practice. Sales training has come to stay, the writer says.

### TURNOVER PROBLEMS

S. C. Stokley, in an article on page 689, touches upon a retail selling problem which has a deep significance for manufacturers who sell through retail channels. He tells how many retailers have discovered that they were doing 80 per cent of their business on 20 per cent of their stock, and what they have done to correct this condition. He then points out how this affects the manufacturer.

### WASHINGTON NEWS

Postmaster General New has recommended a plan whereby postcards may be sent C. O. D., thus giving manufacturers opportunity for paying for their own inquiries. Other news from the capitol is digested in the Washington letter on page 687.



# Richmond, Va. is one of the Leading Insurance Centers of America!



THIS fact is indisputably proved by figures showing the enormous volume of insurance business done in Richmond and Virginia.

There are 448 companies, both foreign and domestic, operating in the State of Virginia, and many of these companies maintain offices or headquarters in Richmond from which the major portion of the business is done.

Into these Richmond offices there pours a continual stream of money, representing the premiums paid by policy holders throughout the entire State and City.

This necessitates the employment of many hundreds of men and women who are daily engaged in the handling of this tremendous volume of insurance of all kinds—fire, casualty, life, marine, and the other affiliated branches.

Every business man knows that where there is done a great volume of insurance business, there will be found a city of great stability, of great financial strength, a city of continuously employed citizens.

And this is true of Richmond. Her large insurance business, together with her greatly diversified industries, makes of Richmond a city of continual prosperity, of steady purchasing power; a city which rarely, if ever, experiences a serious depression of any kind.

Moreover, Richmond has the second lowest living rate of any city in the United States—which means her citizens have proportionately more money to spend on luxuries.

National Representatives

## KELLY-SMITH COMPANY

Marbridge Bldg. Waterman Bldg. Atlantic Bldg. Tribune Tower  
New York City Boston, Mass. Philadelphia, Pa. Chicago, Ill.

J. B. KEOUGH, ATLANTA, GA.

### RICHMOND'S Tremendous Insurance Business

448 companies, foreign and domestic, do business in Richmond and Virginia.

In 1924 premiums paid out for Fire Insurance in Virginia amounted to \$11,972,849.

Amount of Life Insurance in force in Virginia in 1924 was \$874,313,412 with premiums of \$29,038,757.

In 1924 premiums on Casualty Insurance amounted to \$10,097,976.

**Richmond is a Steady Permanent Non-Fluctuating Market**

*If you have anything to sell—tell Richmond about it in*

# The Richmond NEWS LEADER

## Covers Richmond Like a Roof

Published every other Saturday and copyrighted 1926, by the Dartnell Corporation, 4660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

# Help! Help!

## It is cheerfully given!

Perhaps you would like to have us help you prepare copy, or even lay out a complete series of advertisements. Our **ENGINEERING SERVICE DEPARTMENT** does just that.

Or, maybe you would like information about our fields, or the use of your products in these industries. That's where the Editorial Departments are willing and anxious to co-operate with you.

That's the case with—

## BUILDING SUPPLY NEWS

Covers building supply merchants

and

## BRICK and GLAZED RECORD

Covers clay products manufacturers

also

## CERAMIC INDUSTRY

Covers manufacturers of all kinds of glass, vitreous enamel and pottery

How can we help you  
?

**Industrial Publications, Inc.**  
407 S. Dearborn Street CHICAGO

Members: A. B. C. and A. B. P.

## This Issue at a Glance

### ADVERTISING

Some reliable criteria by which a sales or an advertising manager can judge the worth of a newspaper as an advertising medium are discussed in an article by a member of the Dartnell editorial staff, on page 747. "When the Newspaper Advertising Man Says 'Sign Here.'"

The Wausau Abrasives Company of Wausau, Wisconsin, were the first manufacturers of sandpaper to introduce counter display for the product. This plan, together with a unit-packaging system, resulted in a 200 per cent increase in sales in 1925. Page 755.

Some popular misconceptions regarding advertising are presented by Frank LeRoy Blanchard, director of public relations of Henry L. Doherty and Company, New York, in an article on page 739. He points out why manufacturers who once begin to advertise cannot afford either to reduce the quality of their product or discontinue their advertising without disastrous results.

### DISTRIBUTION

"What Will Become of the Wholesaler?" inquires P. H. Cheney, vice president of the American Exchange-Pacific National Bank of New York City, in an article reprinted in this issue on page 743. Mr. Cheney reviews some measures which may prove the salvation of the middleman.

### MISCELLANEOUS

The Fair, a large Chicago State Street department store, has opened a real estate department under the direction of George F. Nixon and Company, Chicago real estate dealers. A model bungalow has been constructed on the sixth floor of the store, complete in every detail of furnishing and equipment. How this model home stimulates the sales for household goods and furnishes live leads for the real estate company is told in an article on page 767.

### PRICE-FIXING

The House Committee on Foreign and Interstate Commerce, which has under consideration the Kelly Price Maintenance Bill, held a hearing for opponents of the bill April 22. Representatives from the National Grange, R. H. Macey & Company, O'Neill & Company, Colgate & Company, and others appeared and stated their reasons for opposing the measure. Page 751.

### SALES FILMS

The Linde Air Products Company, Prest-O-Lite Company, Oxweld Acetylene Company, and the Union Carbide Sales Company have joined hands to produce a sales film of an educational character which has been successful in presentation to motion picture audiences. Various phases of the use of sales films are discussed in an article on page 759 by Roy W. Johnson.

### SALES LETTERS

"Five Things I Have Learned About Making Letters Pull," is an article by Cameron McPherson in which he emphasizes the necessity for getting the whole story of the letter into the first paragraph, so that those who fail to read all of the letter won't miss any of the most important points. Page 731.

### SALES LITERATURE

"Printed Things" for this issue contains articles on "A Close Tie-Up With Dealers," "Fitting the Appeal to the Market," "Cashing In On Color Appeal," "Continuity in a Car Card Campaign," "How to Show Dollars and Cents in Pictures," and others. Page 777.

### SALES POLICY

The seventh of the series of articles on sales policies and the anti-trust laws by Gilbert H. Montague, appears in this issue on page 735. "When It Is Against the Law to Cut Your Prices" covers the question of price discrimination and reviews some important cases which have a bearing on price adjustments.

An unusual door-to-door plan for selling iceless refrigerators has been developed by the Kelvinator Company. This plan involves the delivery of advertising matter to the prospect before the salesman makes a call, and it has proved so successful that it yields 38 per cent of good prospects. It brings the sales cost per machine down to less than 2 per cent. Page 737.

A Detroit sales manager tells of the success his company experienced with a plan for building up sales during the summer. How the so-called dull season was employed by the salesmen to do a lot of missionary work is related in his article on page 761.

### SALESMANSHIP

Arthur Farwell, a Chicago salesman for the National Cash Register Company, has sold \$2,000,000 worth of cash register equipment to twelve of State Street's biggest department stores during the last seven years. Last year he made his year's quota by April 25, and this year, by March 31. In recognition of his excellent work he has been awarded the second of the Dartnell medals for salesmanship. Page 729.

Fred P. Mann, well known merchant of Devil's Lake, North Dakota, tells what kind of salesman he likes to have come into his store. The chap with the idea wins, he says. Page 772.

### SALESMEN'S REPORTS

The Chicago branch of the Remington Typewriter Company has developed a simple report system for salesmen based on three cards, at least one of which is filled out at the close of every day's business. How this system stimulates production from the men and how it enables the sales manager to tell exactly what his men are doing, is explained in the leading article in this issue. Page 727.

### TRAINING SALESMEN

How one company is solving the problem of training men to sell a line of technical products is told in an article in this issue by Allen W. Mathis, vice president and director of sales of H. G. Fischer & Company. Mr. Mathis tells how his men sell a high priced specialty without featuring the usual trial offer, and how they manage to close 20 per cent of their buyers on the first call. Page 733.

# A Renewed Vote of Confidence



*In the cabinet form of government, in operation in many of the leading nations of the world, the prime minister, as the head of the government, continues in office only as long as he retains the confidence of a majority in the popular branch of the parliament.*

## and by a Still Greater Majority

YEAR AFTER YEAR the department stores of Chicago have placed the preponderance of their advertising in The Chicago Daily News—and in the first four months of 1926 they have placed a still greater proportion in The Chicago Daily News.

This is, and should be, of particular significance to other advertisers at this time. It is a renewed vote of confidence and by a still greater majority from that group of

advertisers who are the shrewdest appraisers of every factor that enters into the cost—and the returns—of daily newspaper advertising in Chicago.

There is no safer advertisers guide than to "Follow the Department Stores." They know the returns from a given expenditure in each of the news-

paper advertising mediums of a city, and in Chicago show their "confidence" by concentrating in

### Total Department Store Advertising Lineage in Chicago Daily Newspapers

	First Four Months of 1926	First Four Months of 1925	Comparison Gain—Loss
The Daily News.....	2,428,633	2,214,829	213,804 Gain
Second paper.....	909,665	1,065,411	155,746 Loss
Third paper.....	704,964	668,636	36,328 Gain
Fourth paper.....	488,491	565,760	77,269 Loss
Fifth paper.....	325,698	292,709	32,989 Gain
Sixth paper.....	224,370	232,271	7,901 Loss

A detailed analysis of the department store advertising situation in Chicago, showing the lineage used by each store in each newspaper, will be sent upon request.

## THE CHICAGO DAILY NEWS

*First in Chicago*

Published every other Saturday and copyrighted 1926, by the Dartnell Corporation, 4660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.



## World-Herald Ads Over Million Lines a Month

**Latest Measurements  
Show Great Strides  
Made During First  
Four Months of 1926**

THE World-Herald is averaging more than a million lines of advertising each month this year—double the amount in any other paper, and more than the other papers combined.

The total paid advertising in the three Omaha papers for the first four months of 1926, was as follows (measurements by Haynes Advertising Company):

Lines	
World-Herald .....	4,162,816
Next paper .....	1,911,042
Third paper .....	1,724,128

As compared with the same four months last year, The World-Herald gained 397,936 lines; the second paper gained 95,634 lines, and the third paper lost 56,932 lines.

In the four-month period The World-Herald published 53.4% of all the advertising appearing in the three Omaha papers. Also, The World-Herald in this period published an average of 20 columns more news daily than either of the other papers.

The paid circulation of The World-Herald is now 111,000 daily and Sunday, and the circulation of The World-Herald in Omaha is now greater than the number of families in Omaha.

## Omaha World-Herald

National Representatives  
**O'MARA & ORMSBEE, Inc.**  
New York Chicago Detroit  
San Francisco

## This Issue at a Glance

### ADVERTISING

"How Advertising Paved the Way for a Radical Innovation," is the title of an article by C. L. Ostrom, advertising manager, The Morton Salt Company. In this article he explains how the good will built up through the advertising of Morton's free running salt was a vital factor in helping to introduce the new iodized salt. This story is an interesting instance of the transfer of advertising power from old to new items in the line. Page 864.

### DIRECT SELLING

Arthur S. Hamlin, treasurer, the Seth Thomas Clock Company, tells, in an article reprinted in this issue, of the experience of that company in solving some of its sales problems through adopting a direct selling system. He gets down to the roots of the argument as to whether direct selling is really any more efficient as a distribution method than the old method of using middlemen. Page 859.

### DISTRIBUTION

The Dutch Masters cigar broke into the Philadelphia market recently through a novel advertising and sampling campaign. In thirty days' time, 80 per cent distribution was attained. The campaign revolved around the idea of "Treat a friend free"—the purchaser was given a coupon to fill out with a friend's name, whereupon the friend was sent two Dutch Masters cigars with the purchaser's compliments. Page 831.

### ECONOMIC TRENDS

"Why We Are Not in Britain's Plight," the leading article in this issue, explains some of the reasons why the United States has been able to solve many of the same economic problems which are besetting England today. The free interchange of marketing ideas and the willingness of competitors to get together to solve common problems are two of the main reasons for our more stable position, says the writer. Page 823.

### JOBGING RELATIONS

"Ten Reasons Why Black & Decker Get Along with Jobbers," form the basis of an article on page 833. In this story ten important sales policies which this company has developed in its relations with its jobbing representatives are explained. Because this company has come to be known for its square deal policies, it has been rewarded with unusually fine support from the wholesalers who handle its products.

### LEGAL MATTERS

In another article in the series on "copy cats" which has been appearing from time to time in *Sales Management*, Roy W. Johnson tells what happened in the famous case of Mr. A. A. Waterman, who started a fountain pen business in competition with the well-known manufacturer of the same name. This copy cat, while more successful than some of the others Mr. Johnson has told about, nevertheless met a tragic Waterloo when the courts began to inquire into his activities. Page 839.

### SALES LETTERS

The second of the articles in the series on "Five Things I Have Learned About Making Letters Pull," appears in this issue on page 829. The first, which you found in the previous issue of *Sales Management*, had to do with getting the entire story of the letter into the first paragraph of the letter. This one says it doesn't pay to try to make processed letters look like individual letters.

### SALES PLANNING

In an article on page 847, Emmett C. May, president of the Peoria Life Insurance Company, tells how he has planned his year's work so that August 1 is the beginning of his fiscal year. Since the sales year of this company is built around twelve special monthly drives and a series of "clubs" for which the salesmen are eager to qualify, the salesmen work extremely hard toward the end of the year to make their quotas. Thus they have an incentive to put forth extra effort during the so-called "dull" season. "This Sales Plan Makes July Our Peak Month."

### SALESMANSHIP

John Warren Watson, president of the company of the same name in Philadelphia, explains in an article on page 825, why he thinks the biggest thing in selling today is the attitude of helping someone. This attitude will help to overcome many of the important hazards faced by salesmen, he says.

A special truck built to carry a number of models of woodworking machinery, has been effective in building up more business for J. D. Wallace & Company of Chicago. Not only does the new demonstration plan they have worked out with it close prospects who have been only lukewarm, but about it revolves a plan for training new salesmen to sell the Wallace line. Page 843.

### TRAINING SALESMEN

When the Yellow Taxi Corporation of New York City awoke to the tremendous amount of business which was being passed up daily by their drivers, they undertook a campaign to teach their men the importance of keeping their eyes open for the transient business that could be picked up on every corner. This campaign took the form of a contest in which mysterious floaters drifted about New York City and Brooklyn waiting for a taxi driver who was enough of a salesman to sell them a ride. Page 835.

### WASHINGTON NEWS

Among the important problems which came up for discussion at the recent meeting of the United States Chamber of Commerce were a number which are vitally important to sales executives. Installment selling was one of the questions which came up. Brief glimpses of the commerce meeting, and some other new developments in Washington which touch sales activities, are included in the Washington letter on page 853.

N. B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.



## Three down-the-river neighbors . . . Mrs. Fernbank, Mrs. Delhi and Mrs. Sayler Park

GIANT trees arch the road with interlocking branches. A broad, shady lawn sweeps back to a stately house—the whole somehow reminds you of Virginia reels and hoop-skirts. Yet . . .

There is nothing "hoop-skirty" about the modish figure pouring tea in a corner of the porch. Mrs. Fernbank—for it is she—might have stepped from a page of Vogue. And so might her two guests, Mrs. Sayler Park and Mrs. Delhi.

Indeed, these three women have many things in common. They spend much of their time at one another's homes; they belong to the same bridge club; they all play golf over the sporty little course that lies over the hill. One might almost say that the three commu-

nities they represent are one—so alike are their interests.

One of these mutual interests presents itself every morning at the breakfast table. It is The Enquirer. The husband reads it before he departs for the city-bound commuter; it is a regular part of the wife's morning schedule.

Figures? In this triple-neighborhood are 467 residence buildings; here, 283 Enquirers are delivered daily.

To advertisers, these facts are especially important. For here are three suburbs, each with tremendous purchasing power—each covered every morning, before the shopping trip, by one great newspaper. Cover them with that newspaper—The Enquirer.

I. A. KLEIN  
New York Chicago

THE CINCINNATI  
"Goes to the home,"



R. J. BIDWELL CO.  
San Francisco Los Angeles

ENQUIRER  
"stays in the home"

Published every other Saturday and copyrighted 1926, by the Dartnell Corporation, 4660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

## Do You Sell in These Markets?

Here are three prosperous markets, each one spending millions of dollars annually, and each one served by a publication which reaches the spenders in the industry.

CAN YOUR PRODUCTS BE USED IN ANY ONE OF THEM?

## BUILDING SUPPLY NEWS

is read by 6,000 merchants of the building industry. They sell \$700,000,000.00 of construction materials yearly. For their own use they buy—

CRANES CONVEYORS TRACTORS  
LOADERS MOTOR TRUCKS ELEVATORS  
UNLOADERS TRAILERS SCALES

ALMOST ANY BULK MATERIAL  
HANDLING EQUIPMENT

## BRICK and CLAY RECORD

Here's what clay plants spend yearly:

Machinery and Equipment	
Purchases .....	\$25,000,000
Coal .....	40,000,000
Gas .....	6,500,000
Oil .....	4,500,000
Electric Power .....	5,500,000
Clay .....	5,000,000
Kiln Materials .....	20,000,000
Other Materials .....	30,000,000
	<b>\$136,500,000</b>

WHAT PART OF IT DO YOU GET?

## CERAMIC INDUSTRY

Besides raw materials, such as clays, silica, chemicals, feldspar, etc., the manufacturers of glass of all kinds, vitreous enamel, china and sanitary-ware buy equipment for—

BURNING DRYING  
TEMPERATURE RECORDING AND CONTROL  
CONVEYING SYSTEMS  
POWER AND TRANSMISSION  
GAS PRODUCING, ETC.

A DIVERSIFIED FIELD WITH ONE COVERAGE

SEND FOR an analysis of the market as it applies to your particular products. If there is no market for it in our fields, we'll say so. If there is we will be glad to help you develop it along reasonable lines.

**Industrial Publications, Inc.**  
407 S. Dearborn Street CHICAGO

Members: A. B. C. and A. B. P.

## This Issue at a Glance

### ADVERTISING

That industrial advertising does not have to be prosaic or dull is demonstrated in the campaign worked out by the Bridgeport Brass Company of Bridgeport, Connecticut, whose current campaigns in trade papers have been built upon amusing and colorful facts uncovered in historical investigations. Some facts about this campaign are contained in an article on page 899.

The Three-in-One Oil Company hit upon the plan of running a "colyum" of comment, poetry, anecdotes and so on, as a part of the copy in their regular page advertisements in national magazines. Thousands of contributions are being received through this department, indicating the high degree of reader interest it has aroused. Page 907.

"Why the Fruit Dispatch is Advertising Bananas" describes the purposes behind the present advertising campaign of the United Fruit Dispatch Company to increase the sale of fruit. Several interesting sales angles are being developed in this drive. Page 911.

As *Sales Management* goes to press, the Associated Advertising Clubs of the World have completed plans for their annual convention to be held this year in Philadelphia. Some of the coming highlights of the convention are sketched on page 974.

Cheltenham Bold answers Mr. Norman Olds' letter in which Mr. Olds took issue with some statements made in a recent article called "The Passion for Research." Page 933.

### DISTRIBUTION

"How We Spotted the Blanks in Our National Distribution" is the title of an article by a Chicago manufacturer in which he tells how a quota system was developed as a basis for a sales plan. How the results of the quota plan were reduced to graphic summaries of the year's sales achievements to uncover new and valuable facts about the company's distribution is described in the article on page 904.

### HOUSE ORGANS

H. H. Cowie, sales manager, Curtis 1000, Inc., of St. Paul, summarizes, in an article on page 929, what he has learned about putting out a house organ the salesmen will read. Mr. Cowie has discovered what to leave out as well as what to put in.

### JOBGING POLICIES

In an effort to curb the wild price cutting of some few members of the jobbing clan, jobbers in certain cities are banding together in "social clubs" to seek protection from this evil, according to a report on page 941.

### LEGAL MATTERS

Roy W. Johnson writes an article around the recent decision of the courts which denied the right of the Vogue-Hat Company to use "Vogue" as a trade-mark. The suit was brought by *Vogue* magazine of New York City. Page 915.

### MAIL ORDER

"Behind the Scenes in a Big Mail Order House" is a bird's eye view of the management and operating plan of the big mail order houses. Ralph K. Wadsworth describes the organization machinery which enables these firms to give twenty-four hour service on orders. Page 920.

### RETAIL TENDENCIES

"What is the Retailer Facing?" inquires F. E. Bissell, general manager, H. B. Glover Company, Dubuque, Iowa, in an article on page 961. The greatest need in the retail field is for adequate plans for training clerks to be real salesmen, he says.

### SALES LETTERS

The third article in the series on "Five Things I Have Learned About Making Letters Pull," by Cameron McPherson, appears in this issue on page 927. The first of the series urged sales letter writers to get the whole story into the first paragraph; the second discouraged attempts to personalize messages which were obviously form letters; this one talks principally about the importance of the envelope.

### SALES LITERATURE

"Printed Things" for this month includes articles on "A Catalog that is a Sales Manual," "Reaching the Older Generation Through the Younger One," "\$10,195.20 from This Letter," "Getting the Most from Testimonials," and "A Broadside that Increases Sales and Cuts Expense." Page 945.

### SALES POLICY

Should a new product be introduced when business is good, or is it more advantageous to launch it to stimulate business when orders are not so plentiful? This is the question discussed in the leading article in this issue, on page 895. Among the sales managers who contribute to the discussion are: George E. Grosskopf, president, Puritan Candy Company; H. P. Hotz, sales manager, Eline's; Edward S. Norvell, E. C. Atkins & Company; William L. Niekamp, president, Beck & Corbitt; O. E. Moe, vice president, Moe-Bridges.

### SALESMANSHIP

W. F. McCarthy, Chicago factory representative for the Lincoln Motor Car Company, tells what he has learned about selling high priced cars to wealthy prospects. Page 901.

The scientific sales manual can give the straight facts about selling, says Will G. Caldwell, but the salesman who merely goes through the proper motions and forgets to be human at the same time, is losing lots of good orders. "Old Fashioned Handshakes versus Scientific Sales Manuals." Page 936.

### SUMMER SALES

H. E. Steiner, general sales manager, Sterling Materials Company, Ltd., tells in an article on page 897, of some plans he has used which have been successful in maintaining the level of sales in the summer months. The article contains some good suggestions for making sales contests successful.



## MARSHALL FIELD & COMPANY

MANUFACTURERS - IMPORTERS - WHOLESALE - RETAIL

FROM THE STORE FOR MEN

FROM THE SIXTH FLOOR



*A page advertisement, in miniature, from the schedule of Marshall Field & Company in the Photogravure Section of The Chicago Daily News—the only photogravure section in Chicago used by Marshall Field & Company*

# The Mirror of Fine Merchandise

The high character of the Marshall Field & Company advertising is emphasized in the Photogravure Section of The Chicago Daily News. In this medium Marshall Field & Company almost literally mirror to the people of Chicago the qualities of their high-grade merchandise.

Knowing the home selling influence of The Daily News and the general popularity of the Photogravure Section among Chicago families, local advertisers in the first five months of 1926 placed 102,300 agate lines of photogravure advertising in The Daily News—more than ten times the total of their other photogravure advertising in Chicago.

*The Saturday Photogravure Section of*

## THE CHICAGO DAILY NEWS

*First in Chicago*

### ADVERTISING REPRESENTATIVES

NEW YORK  
J. B. Woodward  
110 E. 42d St.

DETROIT  
Woodward & Kelly  
Fine Arts Building

CHICAGO  
Woodward & Kelly  
360 N. Michigan Ave.

SAN FRANCISCO  
C. Geo. Krogness  
353 First Nat'l Bank Bldg.

Published every other Saturday and copyrighted 1926, by the Dartnell Corporation, 1660 Ravenswood Ave., Chicago, Ill. Subscription price \$4.00 a year, in advance. Entered as second class matter March 12, 1919, at the Post Office at Chicago, Ill., under act of March 3, 1879.

## Chicago's Big Downtown Warehouse



**CLEAN, AIRY,  
WELL-LIGHTED FLOORS**

### *Warehouse Space and Offices to Lease*

Insurance 17.7c per \$100 per year.  
Negotiable Receipts

**I**SN'T it a fact that one of the big problems of selling today is in getting goods delivered when needed?

That is where the WAREHOUSE comes in. It is a great help in this respect. No matter where your goods are manufactured; whether in Japan, New York or Chicago.

Right now your salesmen, in this territory, are losing orders because it takes too long for your products to come to the trade here from your factory. When your customers or jobbers need goods, especially these days, they want them "P. D. Q."

The salesmanager should see that he is protected by the Traffic Department that stocks are carried in Chicago for prompt distribution, and to avoid danger of losing a customer to his competitors by not having spot stock.

The Executive, who must approve the expenditures for such charges, must back his Salesmanager and Traffic Department. Then you will see orders coming in. Good judgment and harmony are the chief keystones to S-U-C-C-E-S-S.

We are ready to plunge in and do our part. Let us hear from you.

## **Western Warehousing Company**

331 West Polk Street, Chicago

*"At the Edge of the Loop"*

E. H. HAGEL, Superintendent

# This Issue at a Glance

## ADVERTISING

Cheltenham Bold launches into a discussion of the methods employed by so many impetuous advertising solicitors who crash the doors of the would-be advertiser's sanctum and generously offer to make the current edition late if the advertiser wants to prepare copy for a page space—all this, he says, without the solicitor's once having given a thought to the problem the advertiser is going to try to solve. How these ambitious salesmen are planting trouble both for their papers and for the agency is told by Mr. Bold. Page 1031.

The effects of institutional or educational advertising are hard to measure, most sales executives agree, but the Champion Spark Plug Company found a way to test the results of their campaign, and this forms the basis of an article on page 1033, by R. A. Stranahan, president of the company.

## DEMONSTRATIONS

The Florence Stove Company of Boston has a systematic plan for conducting demonstrations in the stores of its retail dealers. How these demonstrations are managed and what the company has learned about making them successful, is told by H. H. Morse, sales manager of the company, on page 1027.

## EXPORT

C. C. Coldren, vice president in charge of export sales for the Quaker Oats Company, tells of his experiences in breaking foreign markets for Quaker Oats. He describes some of the strange conditions which exist in overseas markets and relates how they have succeeded in overcoming them. "Prejudices We Had to Overcome in Developing Foreign Markets." Page 1005.

## HANDLING SALESMEN

E. L. Cummins, vice president and general manager of the Michigan Avenue Chevrolet Company of Chicago, tells in an interview on page 1001, how he develops salesmen within his own organization and how he trains them. Daily sales meetings play an important part in building green men into real producers, Mr. Cummins says. "Why Turnover on the Sales Force Has Ceased to be a Problem for Us."

## JOBGING RELATIONS

In an article on page 1011, H. D. Laidley, general manager, the Federal Lamp Division, National Lamp Works, tells how that company has won the cooperation of its jobbers. The Federal salesman's job begins with the closing of a yearly contract; after that he becomes a merchandising counselor for the jobbers he sells, and helps them to work out plans for developing strong dealer accounts. "Policies That Keep Our Jobbers Plugging for Us."

## MERCHANDISING PLANS

The Chain Products Company hit upon the idea of winding their product on a reel which could be hung on the wall by the retail dealer. This plan has succeeded in winning preferred space for a product which ordinarily might be buried in drawers or behind the counter. Page 1034.

## RETAIL SELLING

The second article in the series on methods successful independent merchants are using to compete with the chain stores, appears on page 1009.

## SALES CAMPAIGNS

How the Williamson Candy Company is introducing a new bar specialty called That's Mine in various metropolitan markets, is described in an article on page 1007. A teaser campaign precedes other advertising, and a specially built sales crew handles the work of opening accounts.

## SALES CONTESTS

The General Outdoor Advertising Company used a straw hat contest idea described in a recent issue of *Sales Management*, to encourage its salesmen to reach their six weeks' quotas. How the plan worked out is told on page 1040.

## SALES LETTERS

The fourth article in the series on sales letters, by Cameron McPherson, appears in this issue. This discussion centers around the use of a letter to create a want, leaving the job of describing the product or service to a circular. "Five Things I Have Learned About Making Letters Pull." Page 1015.

## SALES POLICY

Should a product be pushed to the limit during a peak season, or during the months when sales are slack? This question is discussed in an article on page 1003, and the present eighty-cities newspaper drive being put on by Oneida Community, Ltd., is cited as an example of a product that is striving to make a busy season even busier.

How two young men built a six million dollar business in six years through working out a plan for helping dealers to meet chain store price competition, is told in an article on page 1023. Many of the unique policies of this company are described in this article.

*Sales Management* found a manufacturer who likes to have dealers cut his prices, and this man tells, on page 1036, why he regards price cutting as a sign of vigorous conditions in the market for his product.

## SALESMEN'S COMPENSATION

The Leyman-Buick Company of Cincinnati has developed a compensation plan for the men on the sales force in which the weekly commissions are pooled and divided. Every man therefore exerts pressure on every other man to maintain a steady production. This is the first article of a series on the subject of compensation plans for salesmen. Page 1019.

## SUMMER SALES

The leading article in this issue is a summary of some successful plans used by companies in different lines of business, for invigorating sales during the warm summer months. Plans used by the Super Maid Cook-Ware Corporation; True Shape Hosiery Company; Milwaukee Air Power Pump Company; The Hoover Company; United Drug Company, and others are reviewed. Page 999.

# This Should Settle It!

Buckley, Dement & Company of Chicago mailed a questionnaire to retailers in Iowa, Indiana, Michigan, Wisconsin and Illinois, (outside the Metropolitan Chicago District). The questionnaire asked this question:

"To move merchandise from your shelves would you prefer that the manufacturer place his advertising in your local newspaper or in a Chicago newspaper?"

And here is how that question was answered:

## Summary of Replies

	In Favor of the Home Town Paper	In Favor of the Chicago Paper
Retail Druggists . . .	268	5
Musical Instrument Dealers	152	5
Hardware Dealers . . .	197	5
Retail Grocers . . .	116	9
Electrical Retailers . .	146	8
Radio Retailers . . .	180	5
<b>Total</b>	<b>1,059</b>	<b>37</b>

In six highly important classifications 1,059 out of 1,096 retailers prefer the local paper to the Chicago paper for the movement of merchandise.

This investigation proves:

1—That, by using a Chicago newspaper with a widely scattered circulation, a manufacturer seriously injures his sales work in Chicago, because of inadequate coverage of this important market.

2—That his advertising in a Chicago newspaper cannot move merchandise in cities outside THE TRUE CHICAGO MARKET.

The Chicago Evening American with 94% of its great reader audience CONCENTRATED in Chicago and suburbs, reaching more HOMES in the city than does any other daily newspaper, should be the backbone of any campaign designed to create consumer demand in the TRUE CHICAGO MARKET.

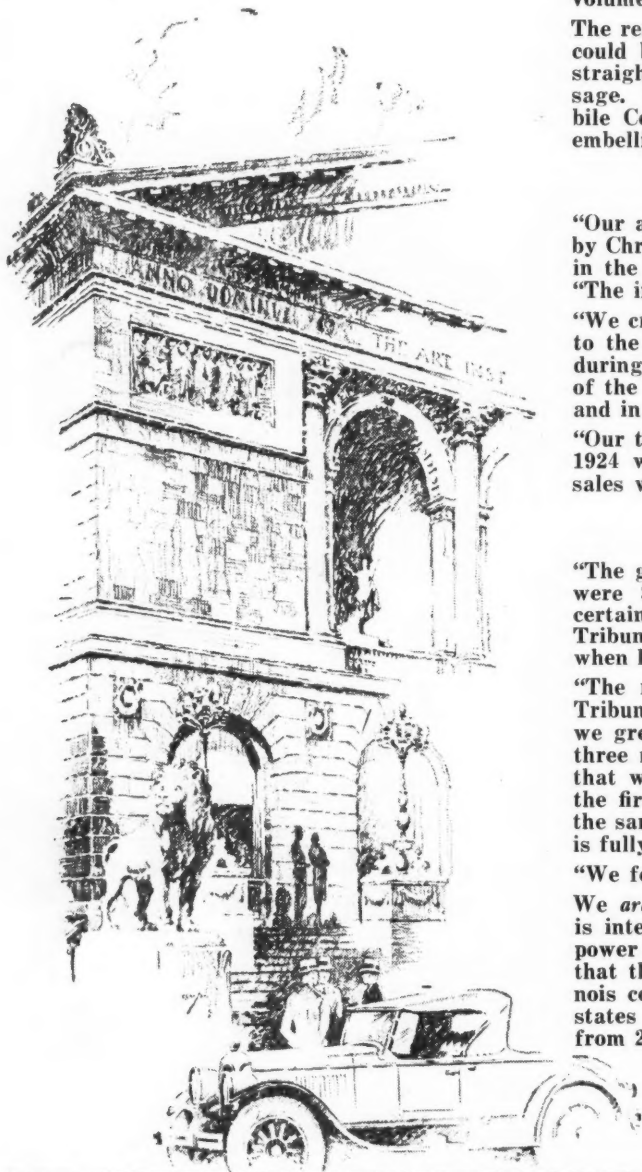
**CHICAGO AMERICAN**  
*A good newspaper*



# Chrysler sales increase

from \$4,408,501 to \$11,157,756  
in one year with Chicago Tribune Advertising

*—has gain  
of 153% in the  
Chicago district!*



**C**HRYSLER SALES in the Chicago district jumped nearly \$6,750,000 last year. This increase represents a gain of 153 per cent in sales over the previous year. Chrysler sales in the Chicago district amounted to \$4,408,501 in 1924. About the middle of 1925 the Chrysler organization adopted a new advertising policy in Chicago. It decided to use larger space and more lineage in The Chicago Tribune. Results were immediate. Sales began to jump. The total volume of sales for the year was \$11,157,756.

The results of this Chrysler advertising in The Chicago Tribune could be described with bold and picturesque adjectives. The straight statement of the facts provides a more effective message. The words of R. H. Collins of the R. H. Collins Automobile Company, Chicago Distributors of Chrysler Cars, need no embellishment.

## *Sales Increase 153%*

"Our auditors have completed a report of the retail sales made by Chrysler dealers in our territory, which includes sixty counties in the northern and central parts of Illinois," said Mr. Collins. "The increase in sales in 1925 over 1924 is very gratifying.

"We credit a considerable measure of this healthy gain in sales to the increased lineage and larger space used in The Tribune during 1925. It has enabled us to tell and illustrate the story of the splendid Chrysler car to a far greater number of people, and in a more convincing style.

"Our total increase in lineage used in The Tribune in 1925 over 1924 was 46%. The total increase in gross volume of retail sales was 153%.

## *Gain \$6,750,000*

"The gross sales in 1924 totaled \$4,408,501.12, and in 1925 they were \$11,157,756.13—a gain of \$6,749,255.01. These figures certainly speak volumes for the tremendous power of The Tribune as an advertising medium for motor cars, particularly when larger copy in your Sunday edition is regularly used.

"The results obtained from our advertising campaign in The Tribune during the last half of 1925 were so satisfactory that we greatly increased our lineage in your paper during the first three months of 1926. You are undoubtedly aware of the fact that we have given you a total lineage of 16,828 lines during the first quarter of 1926, as compared with 8,936 lines during the same quarter of 1925, and we find the increased expenditure is fully justified by the results obtained.

"We felt you would be interested in these facts and figures."

We are interested. We believe any one who sells merchandise is interested, too. No words of ours could describe better the power of The Chicago Tribune to make sales. Note, however, that this enormous gain was made only in Chicago and 60 Illinois counties. Benefits to Chrysler spread throughout the five states of The Chicago Territory where The Tribune reaches from 20% to 90% of the families in 1,151 towns.

*A Tribune man will be glad to show you  
how The Tribune can be used to increase  
your sales in The Chicago Territory.*

# The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

GROW WITH THE TRIBUNE IN 1926!

e

ng